

PUBLIC RELATIONS JOURNAL

OF THE PUBLIC RELATIONS SOCIETY OF AMERICA



Comparing notes . . .

DECEMBER 20
1951

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ANNUAL CONFERENCE ISSUE



COVER PHOTO

Corridor "trade talk" between Annual Conference sessions found this group busily engaged comparing notes: J. Hampton Baumgartner, Director of Public Relations, Delaware, Lackawanna & Western Railroad, New York, the man frequently credited with having coined the term "public relations" (circa 1914); Walter G. Barlow, Editor, Public Opinion Index, Princeton, Chairman PRSA Research Committee; and J. Carroll Bateman, Assistant Director of Public Relations, Baltimore and Ohio Railroad Co., Baltimore.

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A New Technique for Communicating Ideas *in the field of* Public Relations

Communications has made faster strides in the field of employee and stockholder relations than it has in securing basic understanding of business objectives by the general public.

Advertising is an important tool of public relations, but it should be far more important than it is. Advertising cannot be misquoted; it can repeat basic themes to any extent necessary. Why, then, isn't advertising used more extensively for public relations objectives?

Tradition seems to be the villain. Brand-building advertising long ago set the general format for advertising. Experiments show that more words are needed to communicate a set of public relations ideas than to establish a brand name.

The Atlantic's proposition is that public relations advertising works best when it offers to *trade information for the reader's time*. It is, in effect, *Public Interest* advertising.

An "**Advertorial**," the name which the *Atlantic* has applied to this new technique, is a multiple-page paid advertisement following editorial forms, standards, and methods rather than those now associated with advertising. Its outstanding characteristic will be completeness. The reader is allowed to participate in the conclusions. This means plain speaking, free of rhetoric, emotion, and unsupported claims.

The first of these Public Interest advertisements appears in the December *Atlantic*, by the American Iron and

Steel Institute. It is a complete factual report on production capacity in the steel industry entitled, "How Much Steel Is Enough?"

Any subject in which the public has an interest and of which a more complete understanding would be beneficial to all concerned is suitable for an *Advertorial*. The editors of the *Atlantic* will pass upon the qualification of a piece of copy as a *Public Interest* advertisement. The publisher will insure the standards of integrity in the presentation of the *Advertorial* which the magazine has insured editorially for many years.

All Advertorials will appear in the front of the magazine. They will be introduced by a special editorial page on some important phase of communication. Preprints will be sent by the *Atlantic* to a list of more than 7,500 key individuals in the fields of public information, government, and education. Regular rates apply, and no restriction will be made on reference to the *Atlantic Public Interest* advertisement or *Advertorial* by the advertiser using other media.

This welding of the techniques of advertising and public relations has been needed for a long time. Great interest has been shown by all who were consulted while the idea was being developed. As the number of *Advertorials* which can be accepted is limited, please let us know if you are considering the use of one or more *Advertorials* well in advance.

To convince mature minds, use
an *Advertorial* in the *Atlantic*

The *Atlantic* will be glad to send a reprint of the American Iron and Steel *Advertorial* or additional information about the *Advertorial* technique to those who are interested.

THE *Atlantic* MONTHLY

(Advertisement)

8 ARLINGTON STREET, BOSTON 16, MASSACHUSETTS

December 20, 1951

Integrity

the basis of world-wide acceptance

TODAY, as for almost a century, products of Yale & Towne set international quality standards for Locks, Builders' Hardware, and Materials Handling Equipment.

There are many methods by which Yale & Towne quality is maintained; but, there is only one by which it is insured...the integrity of the manufacturer.

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Executive Offices, Chrysler Building, New York 17, N.Y., U.S.A.

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NOTED IN BRIEF . . .

• The 1951 Annual Conference Issue of the JOURNAL devotes full coverage to the 4th Annual Public Relations Conference sponsored by the Society, November 18-21, at the Edgewater Beach Hotel, Chicago.

• Content of the program, noted for its variety and well-timed precision, included (1) studies of man-to-man relationships with some measurement techniques for gauging results (2) simultaneously-operated group sessions for specialized discussion in 5 major PR practice areas (3) panel and audience development on getting additional dividends out of 6 current communications techniques—with a "what-would-you-do" approach to some PR case problems, and (4) a session on economic education program procedures with an actual school class demonstration of one program in action.

• It was a national meeting (32 states represented) with international flavor (delegates from Alaska, Canada, France, and Venezuela). 713 people attended.

• At its one membership business meeting PRSA adopted enforcement procedure to establish By-Laws in support of its Code of Ethics; announced that membership had increased to 1139 members and 18 chapters; and that the current operating year would reflect black figures at the end of 1951.

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Making a new place in the sun

By Milton Fairman

Director of Public Relations
The Borden Company

(This address was given by the President of the Public Relations Society of America at the Annual Luncheon of the Society's Fourth Annual Conference at Chicago, Monday, November 19.)

THIS IS A SPEECH whose frank purpose is to influence people but not necessarily to win friends. Through it, I hope to stimulate some thinking and, from those who agree with me, get action along lines that are vital to public relations people. To those who will disagree with me, let me point out that PRSA has just elected a new President to whom they may address their complaints. And they may dismiss what I say as the quacking of a lame duck. Which, of course, I am.

Today I am talking to and for people in every branch of public relations. I am employed by a corporation and, in consequence, lean toward the business viewpoint. But I have had clients of my own, worked in government public relations, and had a taste of campus life in an administrative job. What I lack in experience in fields other than my own I earnestly try to make up with interest and understanding for my friends now engaged in them.

Today I have a thesis. It is a simple, earthy one. In outline it is this:

A professional society's principal concern is the welfare of its members. The people in this profession are making some progress but not what they ought to. There are others in the same predicament. There are reasons for our common dilemma, and something can be done about it. Public relations and its practitioners have a unique opportunity to serve the common good and their own interests. They should grasp that opportunity. Only in this way will they secure their place in the sun.

That, in its simplest terms, is my thesis.

Progress through PRSA

Now, as a measure of progress, let us briefly audit our position in terms of this Society:

We are a healthy organization. Our growth is steady and gratifying. A year ago we had 936 members. Today we have 1,127. A year ago we had 12 chapters. Today we have 18, and five are currently being organized.

We are in good shape financially. We could use more money. But we have not been forced to pass a hat; we will close the year with our budget in balance.

We are an active group, unusually active when you consider the traditional individualism that marks this craft. Last year, 146 members worked on the national committees which carry on the Society's business. And hundreds more were active in local chapter work.

We have built better craftsmanship. There have been some 30 seminars or clinics, conducted by our chapters, all designed—as is this meeting itself—to improve public relations practice. From our PUBLIC RELATIONS JOURNAL has flowed a steady stream of ideas serving the same purpose. And the JOURNAL is opening new vistas—reread the Stewart and Pendray articles covering semantics, social psychology and social physics. They will give you an idea of what tomorrow's practice will be.

We are developing basic information needed in our work and affecting our interests. Tomorrow you will hear an outstanding report prepared by our Research Committee. Our recently established Commission on Research is planning to develop new knowledge in areas that are closest to our interests. It will raise the funds to place research projects in institutions best equipped for this purpose, and the findings will ultimately

be available to all of us.

We have advanced as a profession. All year a committee has worked to perfect the judicial machinery necessary to implement the Code of Ethics which we adopted in 1950.

Finally, we have reached the point where no one in public relations can ignore the Society. We have achieved permanence and leadership. We are advancing the cause of members and non-members alike. And every qualified man in this field has a responsibility to join and contribute to the extent that he benefits.

America's Lost Battalion

So much for the Society and progress. They are our assets. Now let us examine the liabilities. Public relations people have not moved as far as we think. We are passengers on an economic treadmill that runs faster backward than we can forward. We are not alone in this. We have plenty of comrades in what has become the Lost Battalion of America. Who makes up the Lost Battalion? The technical, professional and managerial classes—the people who provide the ideas, the techniques and skills, the purposefulness and job devotion that keep America a going concern.

Why is this Battalion lost? Its leaders are too few and too often dispirited. Its squadrons have organized primarily for professional reasons and not economic self-betterment and have not reached out for allies. Its members have kept their noses so close to the job in hand that the fog settled over them almost unnoted. The very interests they serve have neglected them by concentrating on the needs of other, better-organized brigades.

So I am going to talk up for the Lost Battalion. From here on, when I say “we” and “you,” I mean more than public relations people—I mean the entire Lost Battalion.

“You” and “our” and “we” now include the people—the managers, professionals and technicians—whose interests parallel those of this organization. The qualifications for our work are similar. Our social and economic circumstances are alike. Upon all of us are imposed the same demands for loyalty and job devotion. From us is expected an understanding of the social and moral consequences of what we do. Our responsibilities may vary in degree—but we all have them. And all of us rely, and probably to a greater degree than most other men, upon non-monetary incentives—upon satisfactions that grow out

of the quasi-creative, highly personal nature of the work we do.

Non-monetary incentives

Money—and particularly the compensation over and above that paid for lesser skills and intelligence—may once have been our principal incentive. But, the differential rewarding higher skills has narrowed. Lucre has lost its old lustre. And adequate supplements to the dollar drive, or substitutes for it, have yet to be developed to draw the utmost from managerial and professional staffs.

We should cooperate in developing new incentives because most of us are employers or supervisors ourselves, the search is in our own field of human motivation and we are pledged to the success of the institutions that we serve. But our personal stake is great—each of us stands in need of incentives to reap a full harvest of satisfaction from his work.

A generally overlooked fact is this: morale is more important in the upper echelons of enterprise than among the people who punch time-clocks and find in the shop steward an outlet for grievances. Yet too many organizations take their middle echelons for granted.

Everyone knows that recognition of human dignity and job importance is essential in good personnel work. Such recognition is necessary also to the successful performance of professionals and managers.

Yet, too often the professional—and the psychological factor, as well—is ignored. Activities touching on the professional's field may be discussed without benefit of his opinion. Decisions may be made in the same manner. This kind of neglect diminishes the worth of the professional among his colleagues, detracts from his belief in himself, and adds to the frustrations that plague, in varying measure, every branch of intellectual work. And the high command, failing to use the skills that it buys, may thus arrive at policies that are difficult or impossible to execute.

A proper seat at the council table is necessary to morale and serves as an incentive to the middle echelon in enterprise. Morale would be further heightened by a judicious distribution of the honors normally accorded outstanding effort. A committee membership, a vice presidency, an admiral's flag—all should be within the reach of the deserving professional for whom they can be more important than cash incentives. These honors are accepted by representatives



418 conference attendants were present at the opening day's Annual Luncheon, Monday, November 19, to hear President Fairman make his stirring address. Seated on the dais: (l to r): Louis Lundborg, PRSA's Western Regional Vice President; W. Howard Chase, J. Handly Wright, Executive Committee members; Robert L. Bliss, Executive Vice President; Conger Reynolds, Chairman, Annual Meeting Committee; President Fairman (behind lectern); William G. Werner, Chairman, Executive Committee and Central Regional Vice President, who presided at the luncheon; George C. Reiting, Chicago Chapter President; Ed Lipscomb, PRSA Vice President; William E. Austin, Fred Bowes, Jr., Executive Committee members; James P. Selvage, Treasurer; Richard B. Hall, Secretary.

of the older functions of an enterprise as evidence of the importance of emerging functions such as public relations. Thus the newly-acquired prestige can result in improved efficiency and co-operation.

Let me add, however, that honors must be won by proving the value of the function and the man handling it, and the number of public relations people so honored will grow only to the extent that they demonstrate their usefulness to the institutions employing them.

Concern for the Lost Battalion's health is another morale factor that has never been fully explored. The common group insurance programs do not conserve health but merely provide for illness. Effective preventive medicine applied to professionals and managers could be a stimulating incentive for the group in which the nervous breakdown, heart ailments and stomach ulcers are coming to be regarded as occupational diseases.

Imagine the favorable reaction of the man who is told: "You are so valuable to us and to yourself and your family that you are *ordered* to have a periodic medical check-up. You are so important that you are *ordered*—not permitted—to take a full month's vacation."

Preventive maintenance of machinery has proven good business. Preventive medicine likewise is good business when applied to men who are harder and more costly to replace, and more responsive

to thoughtful care than any machine.

Bonuses to reward unusual effort are important to salesmen and production workers—they also can stimulate professionals and managers. Bonus plans are not novel, but too frequently are restricted to too small a group. In corporations, the same is true of stock option plans which cost the stockholders nothing but serve as a powerful incentive to valued executives and employees. In the case of both bonuses and stock options, their monetary worth may be secondary to the morale value of having the effort rewarded and the individual recognized as a member of the top contributing group.

Then there is the pension plan. Most of these plans were set up in happier times. They should be realistically overhauled to reflect current and future conditions. Unless this is done their importance as incentives will decline further.

Fate of the paycheck

The paycheck has suffered the same fate as the pension. Both have been battered by inflation and the tax collector. It is no coincidence that most employee surveys show that pay is no longer the No. 1 work incentive. The buying power of the pay envelope declines so rapidly that it is probably worth less now than when I started this talk ten minutes ago.

The managerial and professional group has probably suffered more from

taxation and inflation than any other, excepting only the pensioners and others on fixed incomes. The hardest hit by income taxes is, of course, the top income group. But, while their ability to save and invest has been seriously damaged, the rich have been able to maintain their living standards. The wage earner has actually made some progress toward better standards, but even that is less than is generally supposed.

The living needs of our Lost Battalion are necessarily high because of cultural background, social demands and business associations. These factors create needs that become increasingly difficult to satisfy. Consequently, our people suffer from an economic disease similar to what the nutritionists call "hidden hunger." On the surface, we seem to have sufficient food and appear to be "in the pink." Actually we have been cut off from economic vitamins which are not fully missed because we haven't measured the loss. We know that the cost of living is up and taxes are higher, but some people assume that we have nevertheless made progress.

An assay reveals some startling facts. Many of us earned \$7,500 a year in 1936. To wield the same buying power today, a man would require a gross salary of \$17,108.* And to keep the equation in balance, he would have to be doing the same type of work, have gained no experience, have taken on no added responsibility.

How about reversing this situation? Many professional people and executives now earn \$7,500 a year. This is the equivalent of \$3,538, which a full-time Chicago bricklayer could earn in 1936, a notably bad year for building.

The bricklayer in New York *appears* to be doing better today. Assuming a 40 hour week, his gross income, including special benefits, would be \$7,931. He would have, after taxes, \$6,949. Now let us compare him with the professional who earns \$10,000 a year and whose net after taxes is \$8,602. The difference in the two gross incomes is roughly \$2,100; the difference in the nets, about \$1,600—less than \$32.00 a week!

The differential in the compensation between well-organized, skilled workers and the professional or average executive has never equitably recognized the difference in their respective skills and contributions. But income surtaxes—the progressive income tax—is narrow-

ing this differential even further. And, it is interesting to recall that Karl Marx listed a tax of this kind as the second step in his program for destroying a middle class.

Lack of dollar incentive

This raises a question of whether monetary incentive alone can draw people into professional or managerial work and be ample to hold them there. I say the dollar incentive is definitely lacking.

"In my judgment it was one of the most encouraging, inspiring and worthwhile occasions that it has been my pleasure to attend of any public relations organization. I came home with a briefcase full of ideas and leads. Can hardly wait to get some of them rolling." —Ed Whittlesey

No one, in good conscience, can today encourage a youngster, whose primary interest is financial return, to invest his time in college. You can't tell him that it's sound to sweat his way to one or more degrees, starve through a low-paid apprenticeship, spend twenty years taking the office home in a dispatch case every night, arrive at middle-age, bald and with a paunch and ulcers, all for \$32.00 a week more than a mechanic. In honesty, you must say:

"Boy, stay in school as long as the truant officer keeps you there. Then, kiss the teacher good-by, get a job driving a truck, buy a TV set and a fishing rod and enjoy a long and healthy life. Forget about the Alger hero and the great American dream."

Now, let me make it clear that I am not blaming this economic situation on employers. There is little that any individual can do about it. Where many people are involved, general pay increases would place a heavy cost burden on our corporations, schools, and service organizations at a time when many can ill afford to carry it. But where relatively few individuals are concerned it would be good business to recognize outstanding contributions by pay increases as substantial as wage controls will allow and merit deserves.

Many men who head businesses have failed to appreciate the problems of their subordinates because they are deeply involved in troubles of their own. A friend of mine who built a sizable enterprise earned \$75,000 as its president in 1936. To receive the net equiva-

lent today he would have to be paid \$644,560. He is not, of course, getting it.

Undermining of the middle class

Now I want to talk about what turned the great American dream into a nightmare, about the people who suffer most from this transformation, and how I think we can make common cause with them to evaporate some of the bogymen.

To start with, let me try to disarm my critics by establishing a position:

First, I share the common weakness for global thinking, but I am talking small because I believe the country's crying need is the limited objective and the five dollar thought; and

Second, I, too, read the newspapers. I know that there is a war on, that Russia is a menace, that we must strengthen our defenses. I agree that the Government has obligations to its people, that it must raise money by taxes. I would not "turn back the clock," or "sow the seeds of reaction." I am for the common man and social progress. And for the flag, the American home, and Mother, too.

By making my position clear I hope to nail the lid tight on the red-herring barrel before going on.

For a generation the fiscal policies of the federal government have been undermining the middle class of America. The destruction is moral as well as economic. The awesome extravagance and waste of the last twenty years have watered down the value of our dollars and the consequent taxation is mopping up what is left of them. And the lavish and immoral scattering of our substance has done more than corrupt administrators. The morality of the people has also changed—and for the worse.

What is happening today should come as no surprise. The deterioration of our living standards by federal spending was foretold—not by one prophet, but by many. In 1936, for example, Colonel Frank Knox, then publisher of the *Chicago Daily News*, made a speech in which he said:

"The present administration has been giving lip service to security and welfare and today no life insurance policy is secure, no savings account safe."

The politicians and cartoonists took after the Colonel, and one zealous Pennsylvania official threatened to have the law on him for undermining public confidence in financial institutions.

(Continued on page 26)

*Revised figure.



Opening General Session: William E. Austin, Public Relations Director, Dominion Brewers Association, Ottawa, Canada, PRSA's Regional Vice President, presiding, and flanked by panel participants on the *How To Measure Results*, second half of the session: (l. to r.) H. D. Everett, Director of Marketing Research, Ford Motor Company; Clyde W. Hart, Director, National Opinion Research Center, University of Chicago; Austin; Dr. Henry C. Link, Vice President, The Psychological Corp., New York; Dr. Claude E. Robinson, President, Opinion Research Corp., Princeton.

How to measure results

A report of the panel discussion on methods of evaluating results

THREE DOCTORS of Philosophy and one Bachelor of Arts, conducted a panel discussion on "How to Measure Results" before an interested but somewhat skeptical audience at the end of the morning session, November 19th. The speakers were Dr. Claude E. Robinson, President,

Opinion Research Corp., Princeton, N. J.; Dr. Henry C. Link, Vice President, Psychological Corp., N. Y.; Dr. Clyde W. Hart, Director, National Opinion Research Center, University of Chicago and H. D. Everett, Director of Marketing Research, Ford Motor Co., Detroit.

Dr. Robinson, who opened the panel, declared that the profession of public relations is growing up. The next and one of the most important developments, he said, will be a method of evaluating results of public opinion activities. He pointed out that engineering, medicine and other professions have tried and tested methods of measuring their results and that the profession of public relations should and can have such a method.

The speaker described what he termed the impact system, a method of querying respondents who have been exposed to a definite message to determine whether the respondent can "play it back."

Dr. Robinson declared that we are

nearer than ever before to being able to predict the results of public relations procedure. "I believe that demonstrable results will move public relations a big step forward," the speaker declared.

The second speaker, Dr. Link, described six years of research by his organization into the impact of various means of communicating ideas. He said as a result of this study, 16 principles of effective communications had been evolved. One of the most important principles, he said, is that the effectiveness of a public relations message depends on the sharpness with which the objective was outlined. He described one actual case in which two groups were used, one being queried before and the other after receiving a booklet on inflation.

He explained that this technique results in improvement of a new edition of any booklet after it is thus pre-tested. Dr. Link declared that objectives of public relations activities should be specified at least as clearly as are specifications for factory machinery.

Dr. Hart agreed that a great deal of effort is required for relatively small results in the present condition of evaluation work. He admitted that there is resistance to methods of measuring the results of communication techniques by many people who feel that results are not dependable because respondents do not tell the truth.

Mr. Everett described public attitude surveys made by the Ford Motor Co. He said the value of public relations procedure could be measured in terms of increased sales and also by seeing how the public reacts to efforts of competitors.

Many interesting questions were developed in the audience discussion which followed, using the "Phillips method" of dividing the audience into groups. • •



Dr. Claude E. Robinson



Dr. Henry C. Link

CHICAGO SCENES . . .



Indianapolis PRSA Board Member Roscoe C. Clark, Manager, PR Dept., Eli Lilly and Co., and Ernest B. Stewart, Jr., PR Manager, National Cotton Council of America, Memphis.



James E. McKee, Jr., Director of Community Relations, Monsanto Chemical Co., greets fellow St. Louis Chapter member, J. D. Sykes, Vice President, Ralston Purina Co.



Russell G. Creviston, Director of PR, Crane Co., Chicago, and General Foods' W. Howard Chase of New York.

Daniel Morane, Paris, France, a student at Boston U's School of PR and Communications; Robert N. Druxman, PR Counsel, Juneau, Alaska; and Donald D. Hoover, President, Bozell & Jacobs, Inc. (NY).



Charles C. Greene, Vice President, Doremus & Co., Chicago, congratulates fellow-townsmen John W. Vance, Assistant Dir. of PR, International Harvester Co., on the successful group session he organized on *Public Relations for Business and Industry*.



Frederick Bowes, Jr., Director of PR and Advertising, Pitney-Bowes, Inc., Stamford, Conn., and William H. Baldwin, Baldwin and Mermey, New York.



Ohio Chapter Presidents: Harold K. Schellenger, PR Counsel who heads PRSA's Columbus, Ohio group; and Paul W. Kieser, Dir. of PR, Dana Corp., Toledo, who heads the Society unit in the latter city, and is a member of the national Board of Directors.



Mr. and Mrs. M. Ritchey Cring of St. Louis. Mr. Cring, who is Ass't to President—PR, Missouri-Kansas-Texas Railroad, is a member of PRSA's national Board of Directors.

Shown on the dais at the concluding luncheon of the 4th Annual Conference are Guy J. Berghoff, PRSA's Eastern Vice President, and Miss Myrtle Behrens, teacher at the Braeside School of Highland Park, Ill., who conducted the classroom demonstration of an economic education program with her 30 pupils at the November 21 morning session. Mr. Berghoff was chairman of the general session on economic education program practices. After the thrilling presentation, which the conference delegates accorded a standing ovation, the schoolchildren, their teacher, and visiting parents were guests of the Society at luncheon.



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Harold Brayman, Dir., PR Dept., E. I. du Pont de Nemours & Co., Inc., Wilmington, Del., and Nelson W. Aldrich, Dir. of PR, Utah Copper Div., Kennecott Copper Corp., Salt Lake City.



Los Angeles Chapter members: Burns W. Lee and Herbert M. Baus, Public Relations Counselors; and John E. Fields, Director of Development, Univ. of Southern California.



Cincinnati Chapter members, Oliver M. Gale and William G. Werner, of Procter & Gamble's Division of PR. Mr. Werner is Central Regional Vice President of PRSA.



Louis B. Lundborg, Vice President, Bank of America, San Francisco, and Dr. Henry C. Link, The Psychological Corp., New York.



E. P. (Pat) Lovejoy, Dir.-Public Information Div., Detroit Edison Co., and Sally Woodward, Partner, Flanley & Woodward, N. Y. counseling firm.



Noble D. Travis (right), Vice President, Detroit Trust Co., and conference guest, Carl G. Sedan, Detroit Convention & Tourist Bureau.



Weston Smith, Executive V. P. in Charge of PR, *Financial World*, and Leslie C. Stratton, National Director of PR, Boy Scouts of America, both New York Chapter members.

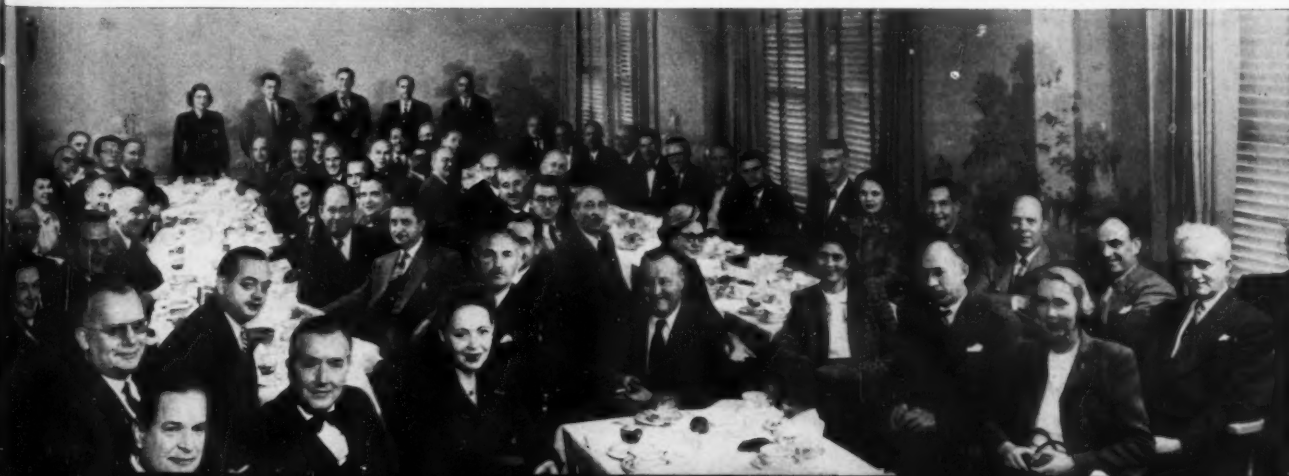


Robert L. Bliss, PRSA's Executive V. P.; Ford B. Worthing, Young & Rubicam, Inc., Chicago; and George C. Reiting, Head of PR Department, Swift & Co., Chicago.



Chester W. Cleveland, Director of PR, Phillips Petroleum Co., Bartlesville, Okla., and Thomas R. Carskadon, Chief, Education Department, The Twentieth Century Fund, New York.

64 members of PRSA's 1951 and 1952 Boards of Directors and guests lunched together on opening day, Sunday, Nov. 18.



What makes people tick

"The more we know about ourselves and the other fellow, the greater hope we have of avoiding conflicting situations. And in those situations where conflicts do arise, the more we know about what makes the people who are involved 'tick,' the greater advantage we will have in resolving the problem."

By Albert C. Van Dusen

Associate Professor of Psychology
Northwestern University

IF YOU WILL PERMIT ME a few oversimplifications concerning the principles of human behavior, I would like to explore some of these principles which I feel are basic to successful understanding of people and to effective communications with them.

My first assumption would be the obvious one, that people do differ. All we have to do is look around us and it is apparent that each of us has his own identity. When we have on occasion referred to "that bull-headed so-and-so," it has been perfectly apparent that there were violent differences in viewpoint, feelings, or attitudes. The more we know about ourselves and the other fellow, the greater hope we have of avoiding such conflicting situations. And in those situations where conflicts do arise, the more we know about what makes the people who are involved "tick," the greater advantage we will have in resolving the problem.

When we are in conflict with another person, it may facilitate understanding if we try to identify exactly what it is that is causing the conflict. Most of the time the attitudes which we find objectionable are really only a very restricted portion of all his attitudes. Sometimes we give an individual up as a hopeless case when what we actually dislike about him is the views he holds toward one or two specific issues. Psychologically speaking, how we look at things depends upon the total background of experiences which we bring to any particular issue.

When we are in conflict with another person, it may be more profitable to substitute in our thinking a "filing cabinet" for his "bull head." All of us understand that no information can be gotten out of a filing cabinet that didn't somehow first get into it. If the receiving "filing cabinet" is already loaded with

information similar to that which the sender is trying to transmit, there will be little difficulty in integrating the new information with the old. But if the new information doesn't fit in with the organization that now prevails in the "filing cabinet," it may take a good bit of effort to get it integrated with the old.

To communicate successfully, then, the "sender" must be alert to what is important to the "receiver." Is it possible to generalize and say that certain conditions are important to all people? Yes, although we recognize that the forces which operate upon us to make us what we are, are very complicated, and that some of our motivating forces are essentially the same for all of us. There are at least three rather fundamental kinds

of needs, wants, or desires which all of us have: the desire to feel physically healthy; psychologically sure of ourselves; and personally worthwhile.

When we have difficulty in getting these needs satisfied, we frequently behave in ways which are symptomatic of people unsure of themselves. Under such conditions, people find greater difficulty in getting on the same "wavelength" with us.

In order to understand these human needs let us break them down into their more easily recognized parts and see how satisfactions to the specific desires and wants which they include contribute to a healthy, secure, and worthwhile feeling.

Well, you know that when the boss has an ulcer which springs a leak, he sometimes becomes the kind of fellow with whom it is difficult to deal. We gain nothing by blaming people when they behave as they do, even when it is not apparent what forces are causing them to do so. About the best we can do is try to understand them.

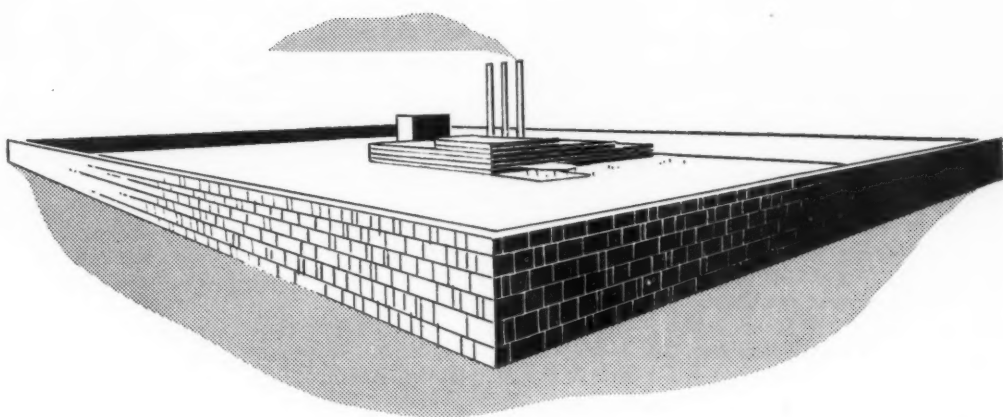
Let's turn now to that second kind of desire that is important to everyone and that helps to make people what they are: the desire to feel psychologically secure, or sure of themselves.

Our feelings of security are enhanced if we can get a little attention. We like to be liked for what we are instead of what we think we ought to be. But life

(Continued on page 32)

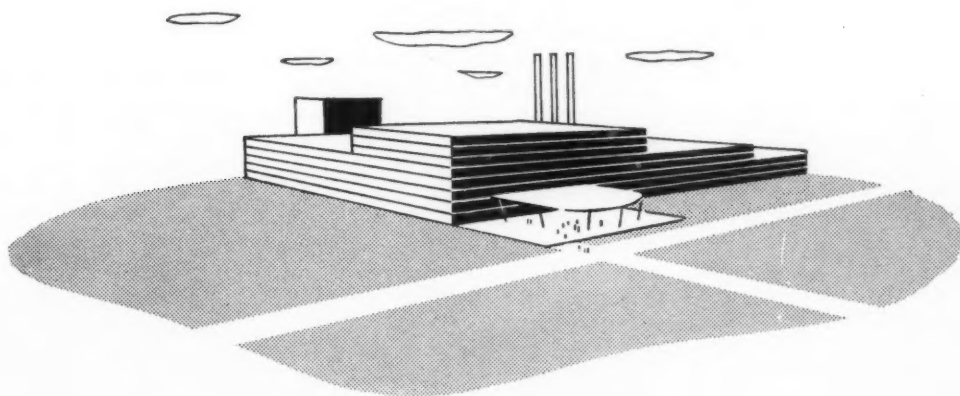


Dr. Van Dusen illustrated his talk with a series of amusing graphic charts. Here shown, his allusion to difficulties of bridging a gap of misunderstanding is dramatized by his audience-popular bull-headed individual. "When we have on occasion referred to 'that bull-headed so-and-so' it has been perfectly apparent that there were violent differences in viewpoint, feelings or attitudes," the speaker said.



THE DISAPPEARING WALL

Sometimes *mental* walls, too, need to be removed. Radio can help.



Typical of industry's new attitude toward community relations is the gradual disappearance of the unfriendly and forbidding factory wall.

Although a protective fence may sometimes be needed for security reasons, industry has found that friendship... with neighbors as well as with customers... pays dividends. In labor supply, for example. In cooperation with local suppliers. And in relations with local government.

It isn't always a physical wall, however, that stands between a plant and its community. Sometimes an imaginary wall exists in the minds of the community's members... a vestige, perhaps, of bygone policies.

In removing mental walls, in improving liaison between plant and community, radio programs can help tremendously. And at reasonable cost. Radio

can be as informal as you like, as flexible as you need, as friendly as only the human voice *can* be.

Does it take special circumstances or particularly unique skill to use radio to good effect in community relations? No. Almost any company can benefit. And in six of the nation's leading industrial areas... Boston, Springfield, Philadelphia, Pittsburgh, Fort Wayne, and Portland, Oregon... Westinghouse stations are ready to help. They are in their 32nd year of helping industry make friends with its neighbors.



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GROUP SESSIONS

The feature that paid big "take home" dividends was the inauguration of special sessions—5 simultaneously operated audience participation groups—where conferees could talk shop on PR problems and practice, in their primary areas of interest.

Much of the subject matter was based on pre-conference survey studies made by the committees in charge of the novel experiment. Most of the discussion generated good off-the-cuff audience response. Some of it was off the record. Result: a new way to delimit discussion and disseminate ideas in special areas of PR endeavor.

Below are summaries of the highlights of each group session.

For Business and Industry

(John W. Vance, Assistant Director of PR, International Harvester Co., Presiding)

THE BUSINESS AND INDUSTRY GROUP session topics were chosen after conversation with many people and a small mail sampling of member interests. Two general subjects were adopted. The first, since public relations is a growing activity of most companies, was "Staffing the Public Relations Function." The second, "Internal Public Relations," dealt with the relationships between staff PR departments and the other line and staff functions of a business.

Under "Staffing the Public Relations Function," there were two speakers. Bruce Watson, Assistant Director, General Foods Corporation, New York, reported the results of a mail survey of many companies to determine the practices and ideas on "Recruiting and Training Public Relations People." Mr. Watson's scholarly examination of what is now being done made two principal points: (1) that the greatest emphasis in selecting public relations employees—perhaps too great—is still given to a journalistic background, and (2) that organized training for new public relations people, aside from the familiar learning-by-doing, scarcely exists, although there are signs of greater interest in such programs. The speaker urged greater care in both selection and training as prerequisites to attaining actual professional status.

Glen Perry, Assistant Director, PR Department, E. I. du Pont de Nemours and Company, Wilmington, Delaware, discussed "Defining the Job and Setting the Pay." Mr. Perry had surveyed 18 selected companies, six each in large, medium and small categories, and presented the statistical results of the survey on

projected slides.

His general conclusions: On the whole, management awareness of PR is satisfactory and has shown steady improvement. Generally, PR functions and PR people held equal rank with other staff functions of the 18 companies. Existing salary structures of the surveyed companies indicate that PR workers are paid on a basis at least comparable with like work in other departments.

The general subject of "Internal Public Relations" was handled by a panel of three speakers. They were: Robert W. Sedam, Assistant Vice President, American Telephone and Telegraph Company, New York, on "The PR Function and Top Management"; William G. Whyte, Staff Assistant in PR, United States Steel Corporation, New York, on

"Relations with the Manufacturing and Industrial Relations Groups"; and William A. Durbin, Director of PR, Burroughs Adding Machine Company, Detroit, on "Relations with the Sales, Accounting and Law Departments."

Mr. Sedam described A. T. & T.'s system of internal statistical measurements of performance, as a guide and tool for top management direction. Mr. Whyte described U. S. Steel's program of PR training and indoctrination of manufacturing supervisors. Mr. Durbin considered the problems of relationships between groups of specialists and suggested the desirability of PR people finding out more about the problems faced and the responsibilities carried by the other staff groups, as an aid to better working relationships.

Interest in the group sessions appeared high. Attendance averaged 150-200 members and the audience discussion was lively. Judged by audience comments and without any formal poll-taking, the idea of the separate group session to consider problems from the viewpoint of a particular group was well received.

For Service Agencies

(Horace C. Renegar, Director of PR, Tulane University, New Orleans, La., Presiding)

THREE FUNDAMENTAL POINTS of agreement emerged from the Service Agencies section of the Conference:



The hotel ballroom was filled for the Group Meeting on "Public Relations for Business and Industry," presided over by John W. Vance, Assistant Director of Public Relations, International Harvester Company. Above (right), Glen Perry, Assistant Director, Public Relations Department, E. I. du Pont de Nemours & Co., discusses one of 5 areas treated, "Defining the Job and Setting the Pay." His talk was illustrated with slides summarizing results of a survey he had conducted especially for the occasion.



"Public Relations for Service Agencies" was one of the five simultaneous Monday afternoon Group Sessions which drew audience interest. Above, one of the two panels, "Developing a Long-Term Public Relations Program," had as lead-off speaker, Thomas A. Gonser, PR Consultant, Chicago. Shown (l. to r.), Donald C. Bolles, Executive Director, Central Dept. of PR, National Council of Churches of Christ in the U. S. A., New York; Hazel R. Ferguson, Managing Director, The Cradle Society, Evanston; Edward D. Whittlesey, PR Director, University of Florida, Gainesville; Mr. Gonser; Horace C. Renegar, PR Director, Tulane University, New Orleans, who chaired the group meeting; Louis B. Lundborg, Vice President, Bank of America, San Francisco; Richard T. Nimmons, Ivy Lee & T. J. Ross, N. Y.

The Group Meeting "For Public Relations Counseling Firms" packed the Edgewater Beach American Room to its doors. Panel participants, above (l. to r.): William H. Baldwin, Baldwin and Mermey, New York; Melva A. Chesrown, Fred Eldean Organization, Inc., New York; Theodore R. Sills, Theodore R. Sills and Co., Chicago, shown speaking on "Solicitation of New Business"; G. Edward Pendray, Pendray & Company, New York, who presided; James P. Selvage, Selvage & Lee, New York; and (partly hidden) Pendleton Dudley, Dudley, Anderson & Yutzy, New York. Marvin Murphy, V. P. and Dir. of PR, N. W. Ayer & Son, Inc., New York, participated but was not present when the picture was taken. Ford B. Worthing, PR Dept., Young & Rubicam, Chicago, was the group program coordinator and organizer.

1. A short-term public relations program is only an episode in a long-term public relations program.

2. The pattern of a long-term public relations program for all service agencies, i.e., education, charity, social work or other eleemosynary institutions is basically the same.

3. The "emotional equation" is an important factor in service agencies' public relations and is too often overlooked because of the emphasis which is placed on techniques and methods.

"Whether we acknowledge it or not, the policies of successful organizations are actually shaped by the demands and needs of their publics as these publics support and use the facilities of the organizations," Thomas A. Gonser, public relations consultant of Chicago, said in discussing the development of a long-term public relations program. "This shaping of policy is the result of the highest grade of communications between the organization and the publics it serves. It is a reciprocal process of listening and telling, coupled with a willingness to make your organization what your publics want it to be, rather than trying to convince them that they should like you for what you are.

"Colleges and universities have to have three things:

"1. Money to run the educational program and keep up the physical plant.

"2. Students to fit the pattern of the institution.

"3. A public or group of publics who understand the character of the institution and how it serves them.

"If it does not have this third thing, it will be cheated of its fair share of the first two . . . The first step in establishing a long-term public relations program is to draw up a blueprint for the future. This plan for the development of the potentialities of the institution should incorporate the best thought of the administration and faculty and the considered judgment of the finest minds in the community . . .

"The purpose of organizing your various publics should be to make their members aware that they are stockholders in the institution and ambassadors for its cause. Therefore, seek their active participation, whether it be in planning or in the execution of the planning."

The difference between a short-term and long-term program consists of one being defined in terms of weeks rather than in months or years, Bernard A. Roloff, Director of Public Relations for the Community Fund of Chicago, Inc., told the group.

He added that the short-term program should not deviate or conflict with the long-term program, but should gear in to it and supplement it.

He stressed four points in the planning of a short-term program:

1. Objectives should be clearly defined.

2. Program must be carefully planned since there is no time to change or adapt.

3. The program must be fool-proof and smooth-running; nothing can be taken for granted.

4. Analyze and evaluate the program and the results at the conclusion.

Louis B. Lundborg, Vice President of the Bank of America, San Francisco, and Richard T. Nimmons of Ivy Lee and T. J. Ross of New York, served on the program giving comments on the addresses of Mr. Gonser and Mr. Roloff.

Mr. Lundborg observed that a short-term program is only an episode in a long-term program. Mr. Nimmons expressed the view that the pattern for all long-term programs in the non-profit field are similar and adaptable. Miss Dorothy Ducas, Public Relations Director of the National Foundation for Infantile Paralysis, Inc., participating in the panel discussion, pointed out that techniques, while of basic importance, should not exclude recognition and development of the emotional factors which prompt the various publics to respond to the needs of institutions in the service agencies field.

Edward D. Whittlesey of the University of Florida, Donald C. Bolles of the National Council of Churches of Christ in the U.S.A., Hazel R. Ferguson, of the Cradle Society of Evanston, Ill., John E. Fields of the University of Southern California, and Leslie C. Strat-

ton of the Boy Scouts of America were other panel participants.

Horace Renegar of Tulane University presided over the session, which was attended by approximately 60 persons. Those present agreed that the specialized group sessions were helpful and should be considered for inclusion in the convention program again next year. • •

For Public Relations Counseling Firms

(G. Edward Pendray, Senior Partner, Pendray & Company, New York City, Presiding)

THE ROUND TABLE SESSION for Public Relations Counseling Firms was an unqualified success, in the opinion of the panel members, the packed audience of counselors who attended and G. Edward Pendray of Pendray & Company, who presided.

Called for the purpose of getting down to internal brass tacks on the many problems of material interest to counseling firms, the session is believed to have been the first of its kind.

Six experienced leaders of the public relations counseling profession served as panel members, as follows:

Intra-Organizational Problems: James P. Selvage, Partner, Selvage & Lee, New York.

Salaries: Melva A. Chesrown, Vice President, Fred Eldean Organization, Inc., New York.

Solicitation of New Business: Theodore R. Sills, President, Theodore R. Sills and Company, Chicago.

Fees and/or Time Charges: Pendleton Dudley, Senior Partner, Dudley, Anderson & Yutzy, New York.

Client and PR Firm Relationship: Marvin Murphy, Vice President and Director of Public Relations Department, N. W. Ayer & Son, Inc., New York.

Counselor Versus PR Departments: William H. Baldwin, Partner, Baldwin and Mermey, New York.

About 80 counselors and representatives of counseling firms attended the session. The discussion following introductory talks by the panel members was lively, and continued at a brisk pace for more than an hour and a half. It covered almost the entire range of public relations counseling problems, but the liveliest discussion dealt with matters of fees, charges, and solicitation of new business.



The Group Session "For Teaching of Public Relations" brought together educators concerned with curricula training for public relations work. Among subjects on the interest-arousing agenda were consideration of results of a study of present practice in 825 American universities and colleges based on a PRSA survey recently conducted. Shown, above (l. to r.), Stewart Harral, Director of Public Relations Studies, School of Journalism, University of Oklahoma, Norman; Howard M. LeSourd, Dean of the School of Public Relations and Communications, Boston University; Henry C. Link, Vice President, The Psychological Corporation, New York; and George A. Pettitt, Assistant to the President, University of California, Berkeley, Chairman of the session, who is PRSA's Education Committee head.

Pendleton Dudley, who introduced the discussion on fees and charges, pointed out that these should be firmly based upon cost accounting. He said that in his firm the fees were based on three items: (1) a management fee, to pay the cost of over-all management and counseling on the account; (2) the cost of facilities, including rent, equipment, accounting and other such charges; and (3) the cost of the salaries of people assigned to the account.

Various other methods of charging were discussed, including flat fees, per diem charges based on salaries plus overhead, etc. Generally, approval was expressed for Mr. Dudley's contribution to the difficult problem of deciding how public relations counseling should be priced.

In the matter of obtaining new business, a divergence of opinion developed between James Selvage, who felt that counseling firms, like law firms, should not solicit business directly; and Theodore R. Sills, who expressed the belief that public relations counseling firms can appropriately carry on solicitation by direct mail and other means.

Members of the audience expressed strong opinions on both sides of this controversy, but the general opinion seemed to be that there is nothing essentially unethical about direct solicitation, provided it is carried on in a dignified

manner; and that in the case of newer firms and smaller firms, at least, it is essential to getting established.

Melva Chesrown presented figures resulting from a special survey which indicated that salaries in counseling firms ranged somewhat higher than in public relations organizations within companies. She pointed out, however, that counseling firms do not at present offer "fringe" benefits such as pension plans, which may account, at least partly, for the difference.

It was generally agreed that the meeting was an excellent first try at exchanging information among counseling firms, and that such exchange will help firms better to serve their clients and their organizations. Hope was expressed by a number of those attending that a similar conference of counseling firms be organized for the convention program next year. • •

For Teaching of Public Relations

(George A. Pettitt, Assistant to the President, University of California, Berkeley, Calif., Presiding)

THE GROUP MEETING on "Teaching of Public Relations" opened with brief reports on the major problems involved from Stewart Harral, Director of Public

Relations Studies, School of Journalism, University of Oklahoma; Dr. Howard M. LeSourd, Dean of the School of Public Relations and Communications, Boston University; and Dr. Henry C. Link, Vice President and Director, Psychological Corporation. The Chairman, Dr. George A. Pettitt, summarized the preliminary findings of the Survey of Public Relations Curricula made by Professor Virgil L. Rankin of Boston University School of Public Relations and Communications. Professor Rankin pointed out the value to any curriculum of a professorial advisory group drawn from those practicing in the field.

Director Harral reported that an informal survey he made indicated public relations courses are offered in many different schools and departments of American universities, including education, 71; journalism, 55; and business, 16. He pointed out that three-fourths of the courses required of students in the better curricula are in the field of liberal arts rather than narrowly vocational. One of the problems is to leaven the remaining one-fourth of the courses in journalism, education, business, etc., with a sufficient number of basic courses in public relations, offered by teachers with practical experience in the field. It is essential, he believes, to offer public relations only in those institutions which can provide a broad background in mass communications and allied subjects.

Dean LeSourd pointed out that, in his opinion, only by organizing a school under the general title of public relations and communications can journalism, radio, television, writing, public

speaking, etc., be brought together without one dominating the others. However, the field is a new one, still requiring much research on basic information, and experimentation on teaching and curricula. The Public Relations Society of America is not in a position to supply answers to educational problems, and should not dogmatically attempt to do so. It does not wish to be an accrediting entity. The answers will have to be found by those whose responsibility it is to teach, and the role of PRSA should be to cooperate with them and to encourage organized study by the teachers. Given an opportunity to do so, teachers will set up standards and improve the job they are doing.

Dr. Link pointed out that most leaders in public relations at the present time are graduates of the school of experience, and that it is still possible for an individual to enter the field by apprenticeship in an office. In his opinion, however, the progress of public relations toward professional standing depends upon the requiring of broader basic preparation than an office staff is prepared to give. He pointed out that the responsibility of a public relations leader is not alone to create among all people involved a better understanding of some institution, but also to promote an understanding of democracy, free enterprise, and freedom generally. Public relations, and the free use of mass communications media, are dependent upon a free political and social system. People who use mass communication media must not only understand techniques, and be well trained in translating thought

into clear and forceful written or spoken English, but they must have some common philosophy and ideology to guide them, starting with at least a speaking acquaintance with Christian-Hebraic ethics.

Out of the panel talks and resulting discussion, a number of points of common agreement developed. No formal resolutions were passed, but it appeared to be the consensus that PRSA could well take the following points for a guide:

1. PRSA should not attempt to interfere with the development of public relations courses or curricula by establishing rigid requirements or setting itself up as an accrediting agency. It can do no more than discourage the starting of courses in institutions unprepared to give a broad liberal arts training, and encourage the drafting of teachers from those having practical public relations experience, as well as a solid academic foundation.

2. PRSA and its membership can help to improve teaching of public relations most by first working toward a more definite statement of the objectives and functional purposes of public relations workers in society, and second, by specifying the type of technical proficiency which beginners in the field should have, in order to gain a foothold. Competence in public relations requires experience, as well as intelligence and training, but how do young people prepare themselves to get that experience: through personnel work, newspapers or periodical writing, writing advertising copy, editing house magazines, holding lower echelon jobs in management, or what? A good solid liberal arts background is just as important as familiarity with media and the techniques of using them.

3. PRSA could render a most effective service by suggesting and promoting the formation of an association of public relations teachers, independent of the professional society, but meeting, perhaps, in conjunction with PRSA, and providing a group from which PRSA members might be drawn when they have satisfied requirements for eligibility.

In connection with this, local chapters of PRSA should make an effort to become acquainted with teachers of public relations in their area, to invite them to meetings as guests if they are not members, and to offer their services on advisory committees or boards, if the teacher of the institution with which

Membership adopts Resolution on news censorship

At the Society's Annual Business Meeting on November 20th, the following Resolution was unanimously adopted:

WHEREAS:

Sound public relations, like freedom itself, depends on an informed people.

Any block to the flow of information is a source of concern to us as citizens and as members of the public relations profession.

Members of this Society re-affirm their support for free access to information from all institutions that affect the daily lives of a free people,—business, labor, agriculture, education, welfare and government.

BE IT THEREFORE RESOLVED:

That the membership of the Public Relations Society of America directs its officers to convey to the executive branch of the government this expression of our concern

about any tendency to impose censorship when information does not jeopardize national security.

There are two types of censorship: (1) That which withholds information that affects national security; (2) That which withholds information that affects only political, or so-called administrative security.

We place the full support of this Society behind all responsible media of information, including newspapers, magazines, radio and television outlets, which oppose censorship of information that affects only political or administrative security.

Even when national security is involved, we stress the necessity of a continuing review of any official policy that suppresses information. • •

he is connected wishes to have such help. In making such approaches it should be remembered that PRSA may be no more certain of the correct answers to training problems than are the teachers. The purpose is to encourage joint consideration of those problems for mutual benefit. • •

For Associations

(Philip P. Gott, President, National Confectioners Association of the United States, Chicago, Presiding)

WHY AND HOW PR activities of trade associations are conducted was intensively discussed at the Monday afternoon session on this subject.

Reuel Elton, General Manager of the American Trade Association Executives, Washington, D. C., stated that "Every individual, every business, every trade association, has public relations. The only relevant questions are what kind of public relations do we have—good, bad or indifferent."

Mr. Elton indicated that every trade association executive has three public relations programs going on simultaneously: (1) that of keeping the industry attitude toward the association constructive and commendatory; (2) that of maintaining proper relations with the Government; (3) that of maintaining proper attitudes of the public toward the industry. This latter, of course, can be broken down into the attitude of suppliers, distributors, related industries, opinion molders, as well as general consumers.

Mr. Elton and other speakers pointed out, however, that the problem of maintaining attitudes toward the association required the assistance of the members of the association. No association or no staff can develop industry unity and harmony without the wholehearted support of members of the industry.

David A. Crooks of The Kroger Company, Cincinnati, Ohio, applied this principle to the broader phase of public relations programs namely, the necessity of securing the cooperation of the industry members in support of the over-all industry program.

Mr. Crooks in closing said:

"As a company representative, I know that our public relations program must be closely integrated with that of our trade associations.

"Further, it is my firm belief that other companies can reap the greatest benefits from their public relations programs *only* through close cooperation with their trade associations."

Getting and weighing opinions as a basis for a public relations program was pointedly discussed by Mr. Vernon E. Schwaegerle, American Meat Institute, Chicago, Illinois. Mr. Schwaegerle suggested that the association should: (1) get ideas from its members on what they think is needed; (2) develop and crystallize the ideas through committees; (3) secure professional help such as that available through public relations agencies and through concerns which specialize in ascertaining and testing public opinions. Mr. Schwaegerle outlined in detail the steps taken by the meat industry in connection with this phase of their public relations program.

Operating a Trade Association Public Relations Program was the subject discussed by Ernest Stewart, Public Relations Manager, National Cotton Council, Memphis, Tennessee. The National Cotton Council which operates in a field represented by more than 130 associations, from small, loose-knit state ginners association with a small staff, to very effectively organized national trade associations dealing with economic, research, production and distribution problems. The council operates on a budget of \$1,500,000 annually.

The program deals with not only interior industry problems but is aimed also at the people who merchandise and sell the products of cotton fiber and seed, as well as the public which buys all types of cotton products. An extensive list of techniques was discussed to indicate the innumerable ramifications of a well rounded program, aimed at developing proper attitudes toward all segments of the industry.

In closing Mr. Stewart offered four suggestions, briefly summarized as follows: (1) watch your finances—never spend a dollar until it's in the bank; (2) take full advantage of the welfare aspects of the industry and its associations; (3) go after the cooperation of allied groups; (4) develop a program slowly but soundly.

This latter subject was reemphasized by other speakers who emphasized the dangers of over-selling, or promoting an over ambitious program.

Clark Belden, Managing Director of the New England Gas Association, Boston, Massachusetts, presented five basic requirements dealing with the necessity of developing a program on the basis of facts rather than opinions. He likewise indicated that before conducting an external program it is frequently desirable to promote an appreciation of the importance of creating favorable attitudes and sound procedures by which such goals may be attained.

The program was developed by a committee of trade association men, of which Philip P. Gott, President, National Confectioners Association of the United States, was Chairman. • •



The Group Session, Public Relations for Associations, was presided over by Philip P. Gott, President, National Confectioners' Association, Chicago. Pictured (l. to r.): David H. Crooks, Director of PR, The Kroger Co., Cincinnati; Ernest B. Stewart, Jr., PR Manager, National Cotton Council of America, Memphis; Vernon E. Schwaegerle, American Meat Institute, Chicago; Reuel W. Elton, General Manager, American Trade Association Executives, Washington, D. C., shown speaking on "What is Public Relations in Terms of Association Activities?"; Mr. Gott; and Clark Belden, Managing Director, The New England Gas Association, Boston.

The Chicago Convention was the best ever... I like panel discussions and think those I was able to attend were very well done.

—Dudley L. Parsons



Novel attractive feature of the 1951 Annual Conference was the introduction of exhibitors' booths for the convenience of conference attendants. A few of the excellent displays, shown (l. to r.): General Mills; PRSA's own booth where Journals and information material were available (pictured staff members: Janet J. Bauer, Robert L. Bliss, and Laura E. Freed); Wilding Picture Productions and the National Association of Manufacturers.

Exhibits—new Conference feature

The following exhibitors deserve the thanks of those attending the Chicago meeting for making such an interesting contribution to the success of the event, and in many instances for remembrance gifts of products or presentation material of take-home value:

Bell & Howell Co., Chicago.

Harshe-Rotman, PR consulting firm, (operation of Conference message center booth), Chicago.

Western Newspaper Union, Chicago.

Oscar & Associates (Photographers), Chicago.

Modern Talking Picture Service, Inc., New York.

Florists Information Council, Chicago.

Business Screen Magazine, Chicago.

National Association of Manufacturers, Chicago.

Wilding Picture Productions, Inc., Chicago.

Associated Release Service, Chicago.

General Mills, Inc., Minneapolis.

Barton Distilling Corp., Chicago.

Civil Air Patrol, Chicago.

Central Feature News, Inc., New York.

Federation of Railway Progress, New York.

U. S. Air Force.

International Trade Fair, Chicago.

Lincoln Printing Company, Chicago.

General Exhibits & Display, Inc., Chicago.

Derus Associates, Chicago.

Education Research, Inc., Washington.

W I N N Sound Engineers, Chicago.



Portrait of a GOLDEN Opportunity

Few economic horizons offer such magnificent promise as the vast, colorful and richly endowed Southwest—America's new financial and industrial giant.

And linking the major cities throughout the heart of the Southwest, carrying the life blood load of produce from mine, farm and factory, is the Katy, pioneer partner in the progress of America's fastest-growing empire.



N A T U R A L R O U T E S O U T H W E S T



New England Chapter delegation included, in addition to members, two guest students from Boston University's School of Public Relations and Communications (standing extreme right and left).



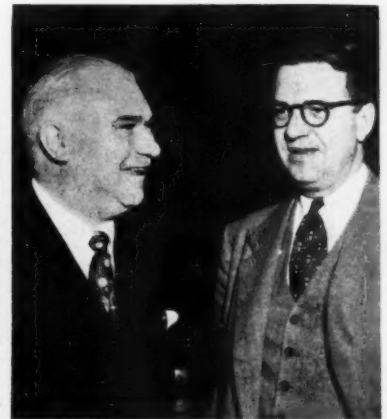
Muriel Wright, President, Muriel Wright Associates, Toronto, and Melva A. Cherson, Vice President, Fred Eldean Organization, Inc., New York.

PRSA's "FOURTH"



Several chapters had headquarters rooms at the conference. Shown, New York Chapter, (l. to r.), John P. Broderick, Doremus & Co., Laura E. Freed, PRSA; Paul Haase, Controllers Institute of America, Chapter President; Sally Woodward, Flanley & Woodward; and Thomas R. Carskadon, The Twentieth Century Fund.

The Houston Chapter group.



Franklyn Waltman, Director of Public Relations, Sun Oil Company, Philadelphia, and J. J. Gerber, Vice President and Director of Public Relations, Northwestern University, Evanston.



Dr. Rex F. Harlow (right), President, Public Relations Institute of the West, Palo Alto, greets William E. Austin, Director of PR, Dominion Brewers Association, Ottawa, seated on the dais.



Verne Burnett, Partner, Verne Burnett Associates, New York, and Charles B. Cory, Chicago PR consultant.



PRSA's President, Milton Fairman, with Mrs. Fairman.



College Directors of PR: E. D. Whittlesey, Univ. of Florida; J. W. Armsey, Illinois Institute of Technology; and Horace Renegar, Tulane University.



Heawig Browde, Public Relations News editorial staff member, and PRSA member Denny Griswold, Editor and Publisher of the weekly newsletter, both of New York.



Dudley L. Parsons, Senior Partner, Dudley L. Parsons Company, and Marvin Murphy, Vice President and Director of Public Relations Department, N. W. Ayer & Son, Inc., both New York consultants.



From Pittsburgh: Guy J. Berghoff, Dir., PR, Pittsburgh Plate Glass Co., Ralph Winslow, Dir. of PR, Koppers Co., Inc., and Howard L. Spindler, V. P. and Dir., PR, American Radiator & Standard Sanitary Corporation.



Joseph V. Baker, President, The Joseph V. Baker Associates, Inc. Philadelphia PR counsel, and John T. Thacher, Vice President, Public Relations, National Association of Manufacturers, New York.



Richard A. Strickland, Vice President, Gartley & Associates, Inc., New York, greets Mrs. Robert L. Bliss, wife of PRSA's Executive Vice President.



Kalman B. Druck, V. P., Carl Byoir & Associates, New York; Don A. Reed, Ass't PR Mgr., W. A. Schaeffer Pen Co., Fort Madison, Iowa; Pendleton Dudley, Dudley, Anderson and Yutzy, New York.

RECOMMENDED READING

A compilation of some current texts relating to the study of public relations, revised November, 1951

PUBLIC RELATIONS BOOKS

| TITLE | AUTHOR | PUBLISHER & DATE |
|---|---|---|
| Art of Plain Talk, The..... | RUDOLPH FLESCH | Harper & Bros., N. Y., 1946 |
| Communicating Ideas to the Public..... | STEPHEN E. FITZGERALD..... | Funk & Wagnalls, N. Y., 1950 |
| Educational Publicity | BENJAMIN FINE | Harper & Bros., N. Y., 1951 |
| Grassroots Public Relations for Agriculture..... | ED LIPSCOMB | Democrat Printing & Litho. Co. Little Rock, Ark., 1950 |
| How to Conduct Consumer and Opinion Research..... | ALBERT B. BLANKENSHIP | Harper & Bros., N. Y., 1946 |
| Management of Personnel and Labor Relations, The..... | WATKINS, DODD, McNAUGHTON and PRASOW | McGraw-Hill, N. Y., 1951 |
| Practical Public Relations..... | REX F. HARLOW and MARVIN M. BLACK..... | Harper & Bros., N. Y., 1947 |
| Problems in Labor Relations..... | BENJAMIN M. SELKMAN, SYLVIA K. SELKMAN, and STEPHEN H. FULLER..... | McGraw-Hill, N. Y., 1950 |
| Public Relations | WILLIAM A. NEILANDER and RAYMOND W. MILLER..... | Ronald Press Co., N. Y., 1951 |
| Public Relations at Work..... | HERBERT M. BAUS..... | Harper & Bros., N. Y., 1948 |
| Public Relations for America's Schools..... | AMERICAN ASSOCIATION OF SCHOOL ADMINISTRATORS YEARBOOK COMMISSION | American Association of School Administrators, Washington, D. C. |
| Public Relations in Business..... | NUGENT WEDDING | University of Illinois Urbana, Ill., 1950 |
| Public Relations in Management..... | J. HANDLY WRIGHT and BYRON H. CHRISTIAN..... | McGraw-Hill, N. Y., 1949 |
| Public Relations in the Local Community..... | LOUIS B. LUNDBORG..... | Harper & Bros., N. Y., 1950 |
| Publicity | HERBERT M. BAUS..... | Harper & Bros., N. Y., 1942 |
| Sharing Information with Employees..... | ALEXANDER R. HERON..... | Stanford Univ. Press Stanford, Calif., 1942 |
| Technique of Handling People, The..... | DONALD A. LAIRD..... | Whittlesey House, N. Y., 1943 |
| You and Your Public..... | VERNE BURNETT | Harper & Bros., N. Y., 1947 (Revised Edition) |
| Your Public Relations..... | GLENN and DENNY GRISWOLD.... | Funk & Wagnalls, N. Y., 1948 |

BACKGROUND READING

| | | |
|--|------------------------------------|--|
| Advertising Handbook | ROGER BARTON, Editor..... | Prentice-Hall, N. Y., 1950 |
| Communication of Ideas, The..... | LYMAN BRYSON, Editor..... | Harper & Bros., N. Y., 1948 |
| Folkways | WILLIAM GRAHAM SUMNER..... | Ginn, Boston, 1940 |
| From the South Seas..... | MARGARET MEAD | Morrow, N. Y., 1939 |
| Functions of the Executive, The..... | CHESTER I. BARNARD..... | Harvard Univ. Press Cambridge, Mass., 1938 |
| Gauging Public Opinion..... | HADLEY CANTRIL | Princeton Univ. Press Princeton, N. J., 1944 |
| Human Frontier, The..... | ROGER J. WILLIAMS..... | Harcourt Brace, N. Y., 1946 |
| Human Problems of an Industrial Civilization, The..... | ELTON MAYO | Harvard Business School Cambridge, Mass., 1946 |
| Language in Thought and Action..... | S. J. HAYAKAWA..... | Harcourt Brace, N. Y., 1949 |
| Patterns of Culture..... | RUTH BENEDICT | Penguin Books, Inc., 1935 |
| People in Quandaries..... | WENDELL JOHNSON | Harper & Bros., N. Y., 1946 |
| People's Choice, The..... | PAUL P. LAZARSFELD and others..... | Columbia Univ. Press, N. Y., 1944 |
| Proper Study of Mankind, The..... | STUART CHASE | Harper & Bros., N. Y., 1948 |
| Public Opinion | WALTER LIPPMANN | Macmillan, N. Y., Reissued 1944 |
| Science and the Goals of Man..... | ANATOL RAPAPORT | Harper & Bros., N. Y., 1950 |
| Social Problems in a Democracy, The..... | ELTON MAYO | Harvard Business School Cambridge, Mass. |
| What America Thinks..... | WILLIAM A. LYDGATE..... | Thos. Y. Crowell Co., N. Y., 1944 |
| Yankee City Series..... | W. LLOYD WARNER..... | Yale University Press New Haven, Conn., V1 1941, V2 1942, V3 1945, V4 1947 |

This bibliography of public relations text material and background reading relating to the field represents the study of the Bibliography section of the PRSA Education & Research Committee in its survey of available literature during 1950; and revisions made by the PRSA Education Committee in 1951.

Communications

A panel discussion on getting additional dividends out of communications techniques

(The Tuesday afternoon general session on communications was chair-manned by John L. Mortimer, Director of PR, Southwestern District, U. S. Steel Corp., Houston, who is PRSA's Southwestern Regional Vice President. Following are excerpts from the remarks of panel members.)

Employee Publications

By William R. Gerler

Publicity Manager
S. C. Johnson & Son, Inc.

I AM GOING TO TELL YOU today some of the latest developments in the field of employee publications. First, industry is doing a more effective job in presenting its story. Material is being written in an easier to read style and is being better illustrated and better laid out than ever before.

Second, industry has developed a greater variety of publications for employees. Some one has estimated that industry picks up an annual bill in excess of 250 million dollars to tell its story to employees.

Employee publications furnish an excellent method to build good-will in communities. *Today*, published by the International Harvester Company, ran a story about Richmond, Indiana, to show the impact of a year's Harvester activity on five individuals in a single town—a customer, a dealer, an employee, a civic leader and a stockholder. The city of Richmond was so flattered at having been selected that the local papers picked it up and generally played it for all it was worth.

An entirely new idea is a syndicated company magazine called *Tab*. Patterned after *Quick* magazine, one-half of the publication contains standing material prepared by the publisher. The other half contains editorial matter prepared by the company editor.

The Question Corner is a device being

adopted by more and more editors . . . but it can only be used by a progressive management who will answer employee questions fully and honestly. Otherwise, the question and answer column can cause serious harm.

The one from our *Jonwax Journal* has been in existence for almost five years. Each issue contains a self-addressed, stamped, return envelope glued to the center of the book. The reader loosens it, writes his question on the inside and drops it in the nearest mailbox.

Most wide-awake editors are conducting readership surveys annually to check their work—and when weaknesses exist—correcting them.

Although we recommend professional survey organizations, many editors cannot afford them. So, they are using mail questionnaires like one which went out to readers of General Motors' *Folks*. Many editors have obtained returns greater than 50% from this method. ••

Radio and Television

By H. B. Rorke

Director of Radio and Television
J. Walter Thompson Company (Chicago)

ON THE BASIS of physical dimensions alone, radio and television obviously have communication potentials of



Chairman Mortimer

extreme power.

May I remind you of a characteristic of these media which makes the work and thought of advertising men and of public relations men more similar when we deal with radio and television than is true of any other medium? I refer to the fact that commercial users of radio and television have a responsibility to the editorial content—to the program—as well as to the advertising message.

There are 26 series of programs currently being broadcast over radio networks by advertisers who pay for both the time and the talent, which have a primary public relations character. Some of the advertisers of this sort are United States Steel, American Telephone & Telegraph Company, Association of American Railroads, American Dairy Association, etc.

The fact that there is so much PR broadcasting which is commercial does not mean, however, that related activity without direct expenditure is prevented. It is more difficult to arrange and to control, to be sure, but it is certainly possible.

You all know it is a common practice to tie a message of commercial public relations benefit to a public service activity such as Defense Bonds or Baby Care, or Americanism in general. Well, under some circumstances station managers prefer to broadcast the program without charge. For the Federal Communications Commission will count a broadcast—of symphony music, for example—as being a public service, when the broadcast is not sponsored, but not if an advertiser pays the bill.

Swift & Company recently released a film, "Big Idea," which shows how the day-to-day lives of Swift employees are representative of the American way of life. In the first 65 days this picture was on offer, 27 television stations had exhibited it and 35 more had scheduled it. Only 37 stations were still thinking it over and only eight had turned down the film. That's pretty good.

One advertiser in a non-competitive business proposed to use it in New York in a purchased time period, as a public service contribution from that company. The New York station would not permit it. Since the telecast would be commercial, and thus not acceptable to the F.C.C. as an item of public service by the broadcaster, a purely business viewpoint was taken. The amount of time devoted to commercial-type references was considered to be excessive.

But the station volunteered that it would consider telecasting the Swift film

without charge. They're still considering.

There are similar TV activities by other companies. Some pay and some get it on a sustaining basis, depending in large part on the nature of the message and its purpose. • •

Community Contacts

By Robert T. Borth

Manager, Employee Relations
Tube Department, General Electric Company

I WOULD LIKE to emphasize that the job of making community contacts is a continuous one; a job that we cannot let slide and use only when we are in trouble.

Too many of us apparently look upon this job as one that can be turned off and on somewhat like the water out of a spigot, and as a result we then wonder why our acceptance in a particular community might not be the best when we are really in need of help and understanding.

I think that if we look upon this job of making community contacts in the same way that we would look upon the making of friends, then we should have a reasonably simple solution to doing an effective job. We all know, for instance, that "to have a friend you must be a friend," and if we keep this in mind as we make our daily decisions on how to improve our community relations, then I think we will accomplish our long-range objective.

There are many examples of companies across the country that have what you would consider good community relations. Unfortunately, I do not have the time to give you the list here today but I feel sure that the Public Relations Society headquarters will be glad to furnish their names.

Finally, I just want to be sure to emphasize again that this job of community relations must be a continuous one, and further, that it is everybody's job. I am afraid that most of management expects the community relations director or manager to be the only one working in this particular field. It is true that he should be the motivating force, he should be the one who thinks up ideas and ways of putting community relations into practice,—but after these "snowballs" have been made, most of them,—if not all—must be "thrown" by everybody in the plant. Top management must state the policy, as well as participate, and just as important—get everyone else to partici-

pate. Open houses, plant tours, speaking before community groups, participating in civic affairs, writing news stories and messages—all of these are examples of how to participate. If the community relations director can make up the format for such a program, and then see that it is followed through, this, to me, can only result in improved community relations.

Remember—community relations is not something that can be put into use only when in trouble—acceptance or rejection by your community friends will be determined in times of need by the effectiveness of your year-round community relations program. • •

Movies and Other Visual Materials

By E. W. Esmay

Public Relations Staff
Standard Oil Company (N. J.)

(In addition to the following, Mr. Esmay discussed the introduction of magnetically-sensitized film for individual sound recording; the Cinerama; newsreel-type movie-making for employee films, institutional TV advertising; general public relations films, as a record depository for future use; and the great value of preceding the showing of industrial films with a talk.)

MOVIE TESTING is not new. Yet relatively little has been done to find out whether industrial movies really do the job they're intended to. It seems to me there are three things we ought to know about our movies, before they are released: (1) Do the people you want to reach like it; specifically, what parts don't they like; (2) Why don't they like those parts; (3) And most important, of course—what message did they get—did your objective get across—did the movie do the job it was supposed to do.

Can you find out those things? I think you can. There are several testing methods in use which are designed to answer those questions. The one I'm most familiar with, from using it to test three movies for the Oil Industry Information Committee, is the Lazarsfeld-Stanton Program Analyzer. Originally developed to test radio programs, it has been adapted readily for TV and motion pictures.

The testing is in three parts: (1) A before-and-after written questionnaire to record information and attitudes, with

control groups often used to eliminate bias; (2) Second-by-second push-button reactions to the showing of the film; (3) Oral questioning of each individual tested to probe deeper into attitudes revealed by the recorded reactions.

Small samples are adequate—around 100 is usual, tested 10-15 at a time.

So far we have post-tested one limited animation film ("On Our Toes") and two motion pictures ("24 Hours of Progress" and "Man On The Land"). Post-testing does allow you to make some limited generalizations, and to learn more about movie making, but obviously such testing as this will (and does) derive its major value if it can be done before the picture is released. The first point at which this can be done is at the interlock. Sound and film are finished, but if changes are indicated they can be made. Often, in other testing, it has been found that a change in the script and re-recording will do the trick, without touching the film. Surely, whether \$10,000 or \$100,000 is spent for a film it would be worthwhile to spend whatever it takes to make the picture right.

This is a plea for more testing, more research into the effectiveness of one of the most valuable, if not the most valuable, media which we use. Far too little has been done yet. Much too little is known about attitude-changing and information-giving through film. We can find out if we make more use of techniques already available, and are not afraid to experiment with new ones. • •

Institutional Advertising

By Frederick Bowes, Jr.

Director of Public Relations and Advertising
Pitney-Bowes, Inc.

THE DEFINITION of institutional advertising I like best is one generally credited to Ted Repply of the Advertising Council: "Institutional advertising is advertising designed to build character."

Obviously, we of public relations have an enormous stake in it, and for more than mere technical reasons. On the one hand, character is the very raw material of our craft. On the other hand, moral character—or the lack of it—is, to put it crudely, the hottest subject in the country today.

(Continued on page 24)

What would you do?

A report on the "PR problems period" of the communications session in which actual PR "cases" were presented anonymously and discussed by panel and audience

FOLLOWING THE PANEL ON communications, a series of actual public relations problems was presented, with members of the communications panel members: Robert T. Borth, Frederick Bowes, Jr., John Ducas, Edwin W. Esmay, William R. Gerler, and H. B. Rorke) contributing their thoughts relative to solutions of the problems.

Seven "case histories" had been prepared in advance by Oscar M. Beveridge, Director of Public Relations of Booz, Allen & Hamilton of Chicago. These problems were not only printed for distribution, but were also reproduced on a plastic transparency in order that they might be projected on a large screen for the entire audience to see. It so happens, only two of the seven problems—number one and number four—were hauled out into view.

Not only the members of the panel, but also people in the audience, contributed comments after problems one and four were read and projected. With respect to both problems, many points of view were brought to light. The audience was permitted to make any comment it wished, but the members of the panel were asked to confine their comments to a particular channel of communications which they had represented earlier in the afternoon during their brief talks.

In addition, a novel motion picture was projected and was discussed as a "case history" of its own. It was a 9-minute film from the Calvin Company of Kansas City entitled "The Client." A satire on industrial films, and containing many of the usual clichés of cinematography at the business level, "The Client" was produced several years ago by the Calvin Company for an annual seminar which this Kansas City organization stages for producers in the 16-mm. field.

After the film was projected, members of the panel and members of the audience were asked, "What would you do to make sure that your company

would never produce such a film?"

Even though the film had been made in the spirit of fun, it contained many of the photographic pitfalls quite frequently paraded in industrial films, and the Annual Conference in Chicago provided the scene for a lively discussion of what public relations people might actually do toward avoiding such mistakes.

At the close of the discussion, Chairman Forrestal urged Chapters to take these problems and try them out at their own meetings.

PUBLIC RELATIONS PROBLEMS

Problem No. 1

A well-known chemical manufacturer recently opened a plant in the hills of a southwestern state. The site actually had been chosen on the basis of such factors as labor supply, raw materials, tax rates, and humidity conditions. But shortly thereafter, in an interview used in leading newspapers, a company executive was quoted as saying that a major reason for locating the plant there was to help raise the standard of living of the hillbillies. Almost immediately the storm broke. Nationally known natives of the state wrote burning letters to the newspapers. A famous syndicated columnist did a piece on the incident. The governor, senators, and representatives of the state protested at press conferences. The people in the community expressed bitter resentment. *As public relations counsel to this company, what would you propose to do about the situation?*

I just wanted to express my personal congratulations for the excellent program in Chicago. I felt the sectional breakdown the first day was definitely a step in the right direction and particularly liked the way everything was kept on schedule.

—L. H. Woodman

Problem No. 2

For many years, a company making furniture specialties enjoyed a reputation for quality products. After World War II, a wealthy promoter purchased control and began a systematic program to inflate the stock, which had substantial public distribution. He reduced the quality of the products materially, but maintained high-quality prices. He stepped up appropriations for advertising and publicity. As a result, several quarterly reports showed earnings soaring. The market price of the company's stock mounted. When it got as high as the promoter thought he could push it, he dumped his holdings and severed all connection with the company. By the time a new management took over, the stock was selling for one-third its previous high. *If you were called in as public relations director for the new management, what would you suggest?*

Problem No. 3

A large western university had a president and several faculty members who were authorities on international relations. A wealthy alumnus, anonymous except to the board of trustees, offered to donate one-half of the \$4,000,000 needed for a building and program for a school of international relations. The board of trustees pushed ahead on plans for a \$1,000,000 building and instituted a campaign to secure the remaining \$2,000,000 from the public. After the building and fund-raising campaigns were well under way, a Congressional Committee holding hearings on a treason investigation issued a report which plainly labeled four of the faculty as Communist sympathizers. This report had an immediate adverse effect on the fund-raising campaign. *As public relations advisor for the university, what action would you recommend?*

Problem No. 4

In an attempt to stimulate two-way communications, a medium-size manufacturing company, located near one of the better residential districts on the outskirts of an industrial city, introduced a question-and-answer page about the company in its community magazine. Nearly 20 per cent of the questions asked by the neighbors concerned the odor emanating from the plant. Although the management knew the odor at times was strong, it was common to all manufacturers of the same product and was not offensive or objectionable to many people. The management recognized some-

thing must be done, but virtual elimination of the odor would require expensive equipment. The company was in the midst of a large expansion program in which every available dollar had been earmarked. In addition, government restrictions made it difficult to obtain priorities for the necessary equipment. *If you were public relations director for this company, what would you recommend?*

Problem No. 5

A well-known public relations counseling firm is engaged by the director of public relations of a western manufacturing company for the purpose of visiting the six cities where the company's plants are located to establish a "community relations rating." The outside agency has done several successful jobs of this nature and has established a "community relations check list," against which each of the six plants is to be judged. However, the six plant managers express the attitude that "we know the people in our communities by their first names; we can tell you what you want to know without any expert visiting us." *Confident that the community relations audit will be beneficial for his company, the public relations director wants to go ahead with the program. What should he and the PR firm representative do?*

Problem No. 6

A midwestern bank for several years had conducted an aggressive advertising campaign to attract depositors with both large and small accounts. It learned its chief teller had been systematically usurping funds for more than 20 years. The loss was so large it would amount



ANNUAL MEETING CHAIRMAN Conger Reynolds and Mrs. Reynolds. Presiding at the Monday morning opening session, Chairman Reynolds paid great tribute to his hard-working 100-man committee: "Believing in the principle 'many minds, many thoughts', I have drawn liberally upon the talents of our membership for assistance. If this proves—as I hope it will—to be our best Annual Meeting so far, give all the credit to those that have helped me. If it proves to be not so good, blame me for not having utilized better the best cooperation any chairman ever received."

to several cents of each dollar on deposit. The bad news had not yet leaked out, but was due to break the following morning. *What advice would you, as public relations counsel for the bank, give to your client?*

Problem No. 7

During the Korean "police action," the Communists uncovered an anti-tank gun which proved effective in destroying the tanks the United Nations forces had been using in their major offensives. Fortunately, the United States Army had just completed tests on a supertank which would not be stopped by the

Communists' anti-tank gun. To divert scarce steel as quickly as possible to production of the supertank, which several companies were ready to produce, the Army was forced to cancel on 48 hours' notice contracts for the outmoded tanks. *As public relations director for the outmoded tank manufacturer, you face the task of announcing to 3,000 employees, your community, your stockholders, and other segments of the company's public that the plant must be closed immediately, since no other contracts were available for the foreseeable future. How would you do this and what other actions would you recommend?* ●●

Institutional Advertising

(Continued from page 22)

Here are five recent developments or trends in institutional advertising of the past year or two that seem to me important and encouraging—and productive of "additional dividends" for those who pay the bill.

First, is better direction, a narrowing down of the message to one or two main points. For example, when General Mills wants to talk about the fairness of its profit margin, it talks about nothing else. When Sinclair Oil demonstrates its good citizenship, through willingness to give its patents to others, it discusses that subject alone.

Second, is better content. The subject matter has real "meat." The ads tackle

truly relevant, even controversial subjects, and discusses things that people really want to know about—not vague, pleasant abstractions which used to please the "front office" and nobody else. Institutional advertising is coming to grips with the real guts of the business message—the profit story, and the specific ways in which business (and indirectly capitalism itself) is *socially* useful. The best of the new institutional advertising gets across to people the basic decency of most business management, lets people know that management's motives are right.

Third, is better layout and copy. For one thing, there's a tendency to utilize a true news treatment, wherever the message warrants, as it does in the extraordinarily successful institutional cam-

paign of the Oil Industry Information Committee, where the "Impact" studies of Gallup and Robinson show an exceptional penetration of the basic message, via "play back" from interviewed members of the public. Among the more ingenious new wrinkles are the daring and sound use of three consecutive editorial-type pages in news magazines by the Borden Company, as well as the even more spectacular device developed by the Atlantic Monthly, the five- to eight-page it calls "advertorials," as first used by the Iron and Steel Institute.

The *fourth* is a tendency to build institutional advertising out of *provable experience*, to carry messages which the advertiser has already made some effort to get across via other avenues of com-

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The America most people do not see

By E. T. McSwain

Dean, School of Education
Northwestern University

AMERICAN CITIZENS are privileged to live in and benefit from the most daring experiment free men ever attempted in human relations and government. The validity of this human endeavor is being tested in the daily life of all citizens. This unprecedented experiment is based on the moral principle that all men are created as being worthy of dignity and respect and that free men are able to govern themselves. Our American precious heritage can survive only when free citizens are united in the determination to preserve and continue it. The challenge to leaders in public relations appears crystal clear.

The people of this nation through the exercise of initiative, acceptance of risk, respect for honest labor, and faith in moral principles have developed the most productive system of industry and commerce in the world. They have earned by their efforts the highest standards of living, the best health, the largest incomes, and the most effective system of education. The sustaining power of America depends on the readiness of all citizens to accept as their personal code in human relations the ideals expressed in the Bill of Rights and in the Constitution.

National and international conditions require people who desire to remain free to be both realists and idealists. Each citizen should examine his psychological vision.

Where does America exist? Citizens interact with three environments. The easiest one to see and to use is the natural or physical. It observes basic laws more powerful than man. Secondly, the cultural record of achievements of thousands of creative, self-motivating men and women is an environment more difficult to interpret. From resources in such areas of knowledge as history, the sciences, the arts, government, and re-

ligion all persons willing to make the effort can develop the content of their minds and their intellectual curiosities. Self-education is the hard but sure road to freedom.

The third environment may not be recognized properly by most Americans. The America that each person really sees is personal and "private." It consists of the ideas, the values, the attitudes, and the purposes that give meaning and motivation to the "under-the-skin" life of each individual. America, as a society and a government is to each citizen what he has interpreted and accepts it to be in his "under-the-skin" world. Our nation is a continuous process of interacting between the communicative behavior of citizens and the responses made by each individual in this "private" America. Each person decides for himself, with the leadership of others, the quality of faith he accepts to act on regarding the moral principles involved and values inherent in demo-

cratic public relations.

Communism and totalitarianism are not the only real dangers to the American system of free enterprise. Lack of faith in the American experiment causes individuals to experience fear and insecurity. What happens to one's "private" America when he raises doubt about the ability of free men to govern themselves? What happens when individuals give more attention to security than freedom? The first line of retreat is created by citizens in their "under-the-skin" America. The enduring strength of the nation is the quality of America that exists in the psychological behavior of children, youth, and adults.

Freedom is a goal to strive for. It cannot be given or purchased. It emerges only when individuals are ready to accept responsibilities that contribute to dignity of self. Persons who fail to accept the obligation to examine the honesty of their language, and the consequences of their behavior on the dignity and freedom of other individuals lose the true meaning of earned freedom. Material possessions or power of position cannot be substituted for mental and moral responsibility. Loyal Americans do not try to escape the consequences that their values, attitudes, and language may produce in the "private America" of other citizens. The most effective way to protect one's freedom is to be courageously active in protecting for others the right to be free.

A few suggestions are presented for critical appraisal by leaders in public relations.

Each leader should examine frequently the faith, vision, and moral quality of his "under-the-skin" America.

Each leader should appraise the practices in public relations that motivate other persons to accept responsibility, to experience a feeling of belongingness, and to experience the real spirit of American citizenship.

Leaders will find the methods of science useful in obtaining information to design and to evaluate new techniques in public relations. However, public relations as a process in human interacting and human engineering requires the sensitivity and creativeness of an artist. Public relations is the art of human relations.

Honesty and accuracy in oral and written communication reduce the barriers that prevent meaningful cooperation among people. Leaders in public relations should recognize that there can be a significant difference between the

(Continued on page 30)



Dean E. T. McSwain, School of Education, Northwestern University, made the closing conference address.

Making a new place in the sun

(Continued from page 6)

But the question is: "True or false?" If you were smart enough in 1936 to have \$10,000 in the bank, and foolish enough to keep it there, you have \$5,356 today. Your life insurance policy has declined to the same extent. Any woman who believes in planned widowhood ought to immediately season her husband's soup with arsenic: The longer he lives, the less she can afford to.

Yet the spenders of Knox's day were tin-horns. Look at the 82nd Congress. Did you read *Time* Magazine's report on the passage of the \$56 billion arms bill? The White House sent over the budget estimate on the last day of April. The law says it should be submitted in the first 15 days of the session. The estimate was about two feet thick. Many of the experts from the Pentagon were either unprepared or unwilling to supply simple and essential facts. After 11 weeks of hearings the House Appropriations Committee shaved \$1.5 billion from the Administration's estimates. *Time* commented that Congress finally bought a pig in a poke—a \$56 billion pig representing three-fourths of the total budget. No one could be certain whether it was too much or too little. Yet there were only two votes against the bill.

My point is not the purpose of this bill, but its size and the handling by both the Administration and the Congress.

There are parallels in other appropriations for less necessary purposes. It's a fantastic situation. The taxpayers are shopping at Gimbel's and Macy's, trying to make ends meet. And Washington spends money as if it were entertaining a visiting fur buyer at the Stork Club.

There's no need to cite further examples of the careless handling of vast funds. You could keep a speaker's marathon busy for a month citing specific and substantiated examples of waste and extravagance. To round out the picture, let me remind you of the prediction attributed to Nikolai Lenin to the effect that a war to death with capitalistic America would be unnecessary—this country would destroy itself through government spending, and drop like an over-ripe fruit from the tree.

Decline in public morals

Now let's look at the state of our

public ethic and the moral decline of the people. This, too, was foreseen. Just before Col. Knox issued his warning about the economic future, the moral situation was viewed with alarm by another eloquent American. Let me quote:

"Continued dependence upon relief induces a spiritual and moral disintegration fundamentally destructive to the national fibre. To dole out relief in this way is to administer a narcotic, a subtle destroyer of the human spirit."

That quote is from the *Gay Reformer* who devised many types of relief at a time when a depression-ridden country needed them. But he apparently foresaw the evils of continued dependence on relief. Today, when the national income is $3\frac{1}{2}$ to 4 times that of 1936, the politicians and group pressurizers are passing out millions in handouts. FDR was right—relief is a narcotic, it has destroyed the human spirit—and not too subtly at that.

The editorial writers profess surprise that the American people are apathetic about graft and corruption in government. So do many of us—we, the experts in mass psychology.

How naive can we get? What can be expected from a people, millions of whom stampede the mailmen every month to grab government checks, a good part of which are unmerited, unearned, and unneeded. Do we really expect people who are used to money flying around like confetti to be shocked when some of it sticks to the fingers of grafting politicians and the crooks among the bureaucrats?

Action by the Middle Class

To salvage its self-respect and protect its living standard, the Middle Class of this country will have to act quickly. It has to close the doors on the era of free-spending and "gimme mine, too." This it can do, providing it musters its power into political action—not as any third party, but as a mobile force backing any candidate that is pledged to its survival and defeating any whose record proves he isn't.

The people are not on an oatmeal diet yet but they will end up there unless their government is forced to do without pheasant and champagne. Governments love cafe society, just as some individuals do, and strongly resist the idea of living within their means. The only way to reform them is to cut the allowance back. And this means more than cutting out the waste and extrava-

gance and inefficiency—it means abandonment of some expenditures that appear necessary in normal times.

There should be nothing partisan about a drive for reduced spending. It is unlikely that any candidate will run on a platform calling specifically for extravagance and higher taxes. But candidates of both parties are prone to make commitments to favored groups in their constituencies—commitments that will cost money. Too often, the preachers of economy are the practitioners of spending.

It is customary for the party out of power to place the blame for spending and taxes on the party in power. But a glance at the *Congressional Record* will show members of both parties contributing to our present dilemma. The Administration may do the spending but Congress holds the purse strings and the right to check into spending. And legislators as well as administrators must share the responsibility for our situation.

A public relations job

Fiscal reform may appear an uninspiring goal—one not lofty enough for a program of political action. But let me point out that the Hoover Commission enlisted the efforts of some 300 of the country's top people who spent two years in studying government expenditures and developing remedial measures—most of which have not been carried out. If these citizens judged the effort worthy of their mettle, it is worthy of ours also.

Governmental economy and morality provide an ideal arena where, so I believe, we public relations people can protect our interests while serving the general interest, put our beliefs and skills to a practical test, discharge our responsibilities as citizens, and find a new place in the sun.

Our work is basically putting an institution on the "side of the angels" where it serves its own purposes and those of society as well, and using our skills to bring about its better understanding and acceptance. The government is an institution also; it does not, in the eyes of many of us, serve our democracy well, its workings haven't been explained or exposed; and communications is at the heart of political education. This situation was made for our hands. Morality, service and communication are the substance of public relations. Here's a challenge to call us from the ivory towers and put us in the ring.

One single phase of this needed political
(Continued on page 32)

Film showing . . .



Erle B. Savage, Jr. (left), B.B.D.&O. PR Account Executive and President of PRSA's Minnesota Chapter, congratulates Nathan E. Jacobs, President, Bozell & Jacobs, Inc., on the interesting session on new developments in motion pictures, which he directed.

The following pictures were presented at the Conference's Monday evening visual materials session:

Big Idea—A dramatic interpretation of the working lives of real people . . . with the biggest idea in the world! (Swift & Co.—produced by Wilding Picture Productions)

Man on the Land—A clever color cartoon showing man's progress and personal achievement through the ages . . . plus the material resources that help him to a better life. (American Petroleum Institute—produced by the Jam Handy Organization)

O'Mara's Chain Miracle—Victor McLaglen in a clever community relations film on courtesy. (Chevrolet—produced by the Jam Handy Organization)

The Fourth Man—A color sound-slide film showing the dangers of a growing bureaucracy in our American way of life. (Harnischfeger Corporation—produced by George Staudt)

This is Life—A top-notch color motion picture telling the full story of the meat industry . . . from the grassy plains to the consumers' tables . . . story of the "Meat Team" on film. (American Meat Institute—produced by Raphael G. Wolff Studios)

Television Newsreel—Every week, the NAM releases a "progress review" of industry's accomplishments to the television stations. A preview of the following week's newsreel release. (National Association of Manufacturers)

And Then There Were Four—James Stewart narrates a gripping story of the human factors which cause traffic safety deaths. One of the most successful public relations films ever screened. (General Petroleum, Magnolia Oil and Socony-Vacuum—produced by Roland Reed Productions)

(Descriptive material regarding films prepared by session director Nathan E. Jacobs.)

December 20, 1951

Boston University

SCHOOL OF PUBLIC RELATIONS AND COMMUNICATIONS

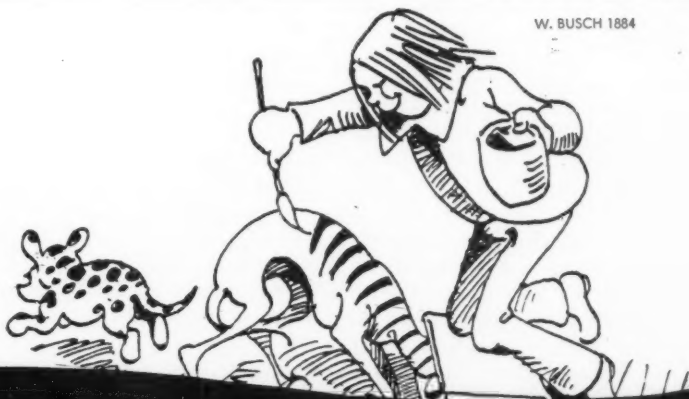


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Code enforcement machinery adopted

By-Laws amendment on Code enforcement machinery unanimously approved by the membership at the Annual Business Meeting, November 20

By Burns W. Lee

Chairman, Committee on Standards of Professional Practice

AN IMPORTANT FORWARD STEP in the advancement of the public relations profession was accomplished at Chicago when the membership approved a new amendment to the By-Laws which puts teeth into the Professional Standards for the Practice of Public Relations.

Your Committee on Standards of Professional Practice had been working on the enforcement machinery for our Code for almost as many years as it had been in existence. When we first began discussion of the need for a set of standards, we also began to think about how we would go about enforcing these principles.

Thenceforth, the creation of the Standards and the machinery to enforce them was considered one single project.

As early as October 1950, at a meeting of the Board of Directors, a detailed outline of proposed enforcement machinery was presented by Homer N. Calver, Chairman of that year's committee, along with the final draft of the Professional Standards. While the Board agreed in principle with the suggestions made by Mr. Calver, it recommended that the entire membership of the Society be given an opportunity to study them during the coming year. In the meantime, it authorized the committee to recommend adoption of the Standards at the Annual Meeting in 1950. After a thorough discussion at that session the membership gave its approval of these principles and they became part of the rules of the Society.

Carrying out the wishes of the Board of Directors, Mr. Calver prepared an article for the February 1951 issue of the *PUBLIC RELATIONS JOURNAL*. It outlined in complete detail the proposed machinery for enforcing the Professional Standards and our thinking in regard to the various judicial steps necessary.

The recommended judicial structure, Mr. Calver pointed out, took into full account the usual accepted points of other professional societies as well as the democratic protections to the individual. An accused member was to be considered innocent until proven guilty and was to be given every possible opportunity to present his case to properly constituted judicial groups within the Society. When we received no reaction whatsoever from the membership we interpreted this as meaning there was general agreement with our suggestions. This encouraged us to report back to the Board of Directors that it was now time to prepare a By-Laws amendment incorporating our proposals.

The Board authorized such action at its April meeting, after instructing us first to review the entire matter with the Society's legal counselor, George Link.

Committee member Harold P. Levy of Los Angeles volunteered to assume the momentous task of writing the By-Laws amendment, taking into full account our recommendations as well as those of the legal counsel and coordinating them with the other laws of the Society. This having been accomplished, we presented the amendment to the Board of Directors at their September meeting.

After much discussion, several important changes were made in the By-Laws so as to make doubly certain that anyone accused of malpractice would be completely protected against false

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"The strength of the meeting was the teamwork of its members. Those on the outer fringe were impressed that this organization is something to belong to..."  
~~~~~

—Les Stratton

charges and that he would have every possible opportunity to defend himself.

Principal point of change was to enlarge the National Judicial Council from five members up to fourteen members who were to be appointed "with due regard to representation of the different interests of the entire membership." In other words, it was felt that there should be representatives on the Judicial Council from virtually every group of members such as corporation people, counsellors, educators, representatives of charitable groups, etc. Additionally, it was felt that the defendant should have the opportunity to select his own panel of judges in much the same manner as a defendant in a civil case is permitted the right to reject certain jurors.

The changes were written into our proposed By-Laws and then submitted at the Annual Business Meeting of the Society where a unanimous vote of approval was obtained from the several hundred members present.

It is not the committee's thought that much use will be made of this enforcement machinery, for the Society in most instances has been careful in its selection of its membership and so, cases of malpractice are apt to be relatively few and far between. However, this committee looks upon these By-Laws as having much the same function as a fire extinguisher. While an extinguisher may never be used, it is wise to have one available wherever a fire could break out. It is our sincere hope that there never will be any need for the Society to use this machinery.

The work of our committee this year has been the result of complete cooperation by every member of the group and a great deal of wise counsel from the Executive Vice President, Bob Bliss.

Herewith is the By-Laws amendment as passed at the Annual Conference in Chicago:

ARTICLE XV

Enforcement of Professional Standards for the Practice of Public Relations

All members of the Society subscribe to the Professional Standards for the Practice of Public Relations and accept the procedures established by the Society for the maintenance of these Standards.

A) *Compliance.* Application for membership in the Society shall include a statement of intention to support the Professional Standards for the Practice of Public Relations. Election to membership entails acceptance of responsibility on the part of the individual member to comply with the provisions and the spirit of the Professional

Standards for the Practice of Public Relations.

B) *Infractions.* Alleged infractions shall be judged by the membership of the Society through a NATIONAL JUDICIAL COUNCIL designated for this purpose. The National Judicial Council shall be composed of 14 members, who shall be chosen with due regard to representation of the different interests of the entire membership; and any Society member who is accused of malpractice shall have the opportunity of choosing any seven of the foregoing members to act as the personnel in the Council to hear his case.

The National Judicial Council shall be appointed by the President of the Society, subject to the approval of the membership at the Annual Meeting. Notice of such appointments shall be included in the notice of the Annual Meeting. The President shall have the power to remove a member of the National Judicial Council from office, if in his judgment, the member shows continued inability to serve. In the event of a vacancy during the term of appointment, caused by death, resignation or continued inability of a Council member to serve, the President shall select a successor, with the approval of the Executive Committee, to fill the unexpired term.

C) *National Judicial Council.* Members of the National Judicial Council shall be appointed for terms of two years, except in the first year (1952) when seven shall be appointed for a term of one year and seven for two years. Thereafter, seven members shall be appointed annually.

1. Duties of the National Judicial Council shall be:

- To receive and review cases referred to it;
- To make such inquiries as, in its judgment, are warranted;
- To approve, disapprove or modify recommendations from the Chapters as to disciplinary action;
- To recommend to the Board of Directors all disciplinary action more severe than private censure.

2. A member of the Society who is judged guilty may be subjected to one of the following penalties:

- Censure, or
- Suspension of privileges of membership, or
- Expulsion from the Society.

3. Power of discipline rests with the National Judicial Council only in respect to private censure. Vote of a majority of the members of the National Judicial Council serving on the case shall be required for censure.

4. Recommendations involving suspension of privileges of membership or expulsion from the Society shall be made to the Board of Directors for decision and action. The Board of Directors, at a duly called meeting, shall review the testimony relating to the case and the recommendations of the National Judicial Council before its decision is made. Approval of a recommendation for suspension shall require a majority vote of the Board members present in person at a duly called meeting. Expulsion must be ratified by a two-thirds vote of the Board members present provided at least half of the Board membership partici-



Lydie Bloch

C. Hamilton Moses, President of the Arkansas Power and Light Company, and a nationally known spokesman for the free enterprise system, addressed the Society's Annual Dinner on the subject of "Public Relations in Action." Mr. Moses outlined the "Build Your Own Home Town Plan," under which 144 Arkansas cities have organized their own community improvement programs, drawing on local resources, capital and talent without turning to the state and federal governments for assistance.

pates in the balloting. Board action in any such recommendation must be preceded by reference in the notice of the Board meeting to the National Judicial Council's report on the case.

- The member charged shall be notified promptly in writing.
- The Board of Directors shall determine in each instance what publicity, if any, of its findings shall be given.

D) *Complaints.* Each Chapter shall select a Judicial Committee of not less than three nor more than five members to receive complaints of unethical practice directed against Chapter members.

1. A complaint must be submitted in writing to the Chapter with which such a member so charged is affiliated, unless such complaint is filed against a member of the Society not a member of a Chapter, in which event it should be filed with the National Judicial Council.

2. If in the judgment of the Chapter Judicial Committee a complaint is lacking in substance or is such that can best be resolved with satisfaction by discussion with persons directly involved, appropriate action may be taken. Every complaint must be re-

I am sure everyone feels elated over the highly successful Conference. The growth of the Society during the three year interval between Chicago conferences was certainly apparent in comparing the two annual meetings held there.

—Greta W. Murphy

ported to the Chapter's governing body.

3. Complaints considered by the Chapter Judicial Committee to be clearly serious in nature must be submitted directly to the Chapter's governing body for appropriate disposition. Such cases must forthwith be reported by the governing body to the National Judicial Council. The Chapter's governing body shall review the case and, on the basis of judgment of the facts, shall either wholly exonerate the accused member or submit the case, together with its recommendations, to the National Judicial Council for action. The National Judicial Council shall have the right at any time to review all of the decisions of the Chapter Judicial Committee and of the Chapter's governing body.

4. A record of each hearing shall be kept and the complete file with the decision or recommendations shall be forwarded to the National Judicial Council.

5. A member accused of infraction of the Standards shall receive a copy of the complaint within 15 days of its receipt by a Chapter. A member so accused must submit a reply in writing, together with all information he desires to offer. The reply must be made by the accused member within 20 days, unless the Chapter's governing body grants a further extension or extensions of time for good cause shown to it.

6. All complaints submitted by the Chapters to the National Judicial Council for original action shall be forwarded promptly in writing.

7. In the event of needless delay on the part of the Chapter or dissatisfaction with its action on the part either of complainant or accused, appeal may be made by either party directly to the National Judicial Council which may then proceed in the manner prescribed by these By-Laws.

8. Wherever the member of the Society charged with a violation is not a member of a Chapter, the procedure outlined herein for submission to the Chapter Judicial Committee shall rest upon the National Judicial Council.

E) *Examination of Charges.* The Society and its Chapters shall fully examine all complaints and charges. The Society and its Chapters shall likewise encourage an accused member to present his defense and to assist in this process insofar as reasonably possible.

1. A member shall not be considered guilty of a charge unless, and until, so judged by the appropriate body of the Society.

F) *Hearings.* Hearings on charges shall be confidential and in closed sessions at times and at places determined by the appropriate Committee, Council or Board with due consideration of the convenience of the accused member. The appropriate Committee, Council or Board, the accused or the accuser, shall have the right to call and examine witnesses, both members and non-members of the Society. The Public Relations Society of America shall bear the expense of transportation of the National Judicial Council. The Society shall likewise bear the expense of transportation of accused members to duly called hearings, in all cases in which the accused are found innocent of charges. • •

Thanks for American freedom

A nineteen-year-old French refugee tells what life in America means to him

By Edward Paloyan

I WAS BORN IN FRANCE in 1932. When I was a grammar school student in Paris and our teacher was trying to explain to our class what the word perspective means, he said that often times a person can see an object more clearly if he steps to one side and views it from a different direction.

Since I came to the United States three years ago I have found this to be particularly true in the case of this land of unlimited opportunity. America means home, freedom and comfort to the fortunate people who live here. It means all of this and yet something more to me, because I have seen how restricted life was under Nazi rule.

The France I grew up in was the regimented country of the Nazi occupation. German soldiers were stationed in the homes of neighbors all about us and always we had the feeling of being watched. Several blocks from our house four powerful German anti-aircraft guns would belch forth at the Allied bombers which passed overhead at least twice each day. During a period of three years I saw my father only six times, meeting him in hidden places when he could spare time from his work with the patriotic French underground.

In a way of life where survival is the only thing that matters, one forgets a lot of things. As I remember my youth in France, we were constantly struggling to get enough to eat. Our flower garden was replanted with potatoes and corn. We had to be constantly alert to keep our vegetables and the rabbits we raised for food from being liberated by hungry neighbors. Freedom and achievement were replaced by the struggle to keep

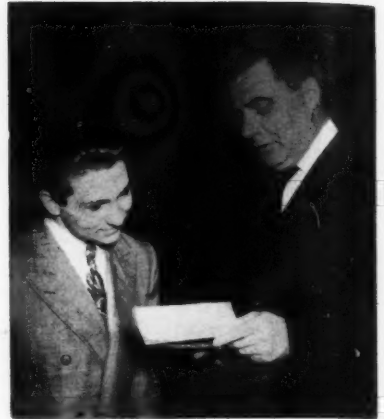
alive. Our futures were lost in the overpowering necessities of the present. It is from this perspective that I look at my new life in America.

When we arrived in Chicago I could speak only a few words of English. Under the Nazi occupation we had been compelled to study German and the study of English had been discouraged. Within two years I became acquainted with the English language and the American way of life. My membership in Junior Achievement, an organization sponsored by the American businessmen, helped me a great deal toward that goal.

I was surprised at the tempo of a people who believe that anything is possible, who yearn always to improve themselves and their lives, to construct buildings which reach to the sky, to put another story where no story has ever reached before. That in my mind is American enterprise. Despite the effects of the occupation, France is still somewhat of a democracy, but many of her industries are nationalized and she has an atmosphere of regimentation.

The traditional American story of the poor boy who rises to heights because of his own initiative and ability is rare in socialized France. My father is a tailor. He is a fine tailor and enjoys his work. In France I might well have followed in his footsteps; in France there would be little chance for me to do anything else.

But here in America I am more a free individual. On my own, I can win—and am happy to have won—a scholarship awarded by the Chicago Junior Association of Commerce and Industry that permits me to study at the University of



Edward Paloyan, 19-year-old French refugee now studying medicine in Chicago, glances over conference program with President Fairman.

Chicago. I can plan to become a businessman, or a doctor, or a scientist if I wish. I do not have to waste any special ability I may possess merely because it does not fit into the family trade or profession.

In France the government is the sponsor of all education. In America I was very surprised to find that business firms are also interested in the successful development of young people. I have been surprised to find also that many universities and many research foundations are sponsored by business. I had hardly expected to find such connections between business and education and scientific progress.

Now I am eagerly looking forward to the time when I will become an American citizen. Two years from now I will be very happy to assume the responsibilities that go with the benefits of living in this great nation.

You see, with my perspective I am very willing to work to keep this country free. You who are native born may not have the perspective because you are too close—to see what a wonderful land of opportunity America is. I do. • •

America most people do not see

(Continued from page 25)

ideas of information an individual thinks he is communicating and the "under-the-skin" interpretation made by the listener or reader. Time given to help people arrive at a "meeting of minds" reduces confusion and stimulates mutual purpose and action.

Leadership is conditioned by mental competency and emotional maturity. Special attention to a person's mental diet is necessary. Persons in leadership positions are expected to be informed regarding socio-economic issues and trends.

Finally, leaders in public relations have the opportunity to help citizens to understand the moral values and prin-

ciples that underlie the American way of life and government. The welfare and progress of free people depends more on mental and moral power than physical and mechanical strength. The future of America will be determined by the faith, ideals, and values that give quality and courage to the America that most people may not see, the "personal or under-the-skin" America created and defended by each citizen. • •

POSTINGS

The By-Laws of the Society require that applications for membership be posted 30 days before being submitted to the Executive Committee for approval. Members desiring to comment on the following applicants should write the Eligibility Committee, Public Relations Society of America, Inc., 525 Lexington Avenue, New York 17.

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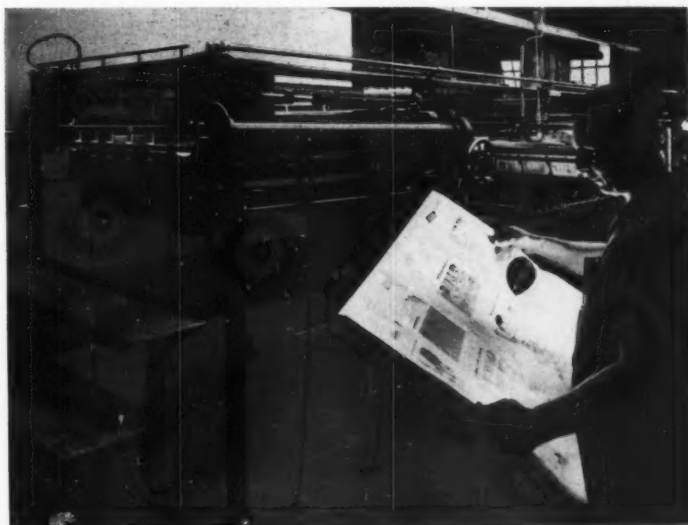
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What makes people tick?

(Continued from page 10)

is full of opportunities to force us to be something we're not, and we do many queer things, because the pressures are terrific. When people can't be liked for who they are, and what they are, they try to compensate for these feelings, and in the process sometimes do things that may seem odd to others. Nevertheless, it is better to be paid some attention, even with disapproval, than to be ignored.

The need to feel that we belong is important to us all and its satisfaction helps to contribute to that warm feeling which tells us everything is all right. There is not one of us here who wouldn't like to enjoy that feeling of "belonging" which comes with being a 100% participant on the team with which he is working, or the family in which he lives.

Now if you happen to be in the employ of the kind of a management that does not give you that feeling, to that extent you do not feel you belong. When you feel you are not wanted, you will not do the best that you are capable of. Allowing participation on the part of fellow employees does two very striking things. First, it gives the junior man an opportunity to see the terrific responsibilities that the boss has to bear. Second, it usually gives the boss an opportunity to see the terrific amount of human po-

tential that is at his command.

Now let us examine the third kind of desire which causes us to do much of what we do: our desire to feel worthwhile. One of the most important specific needs which, when satisfied, contributes to our feeling of worthwhileness is the opportunity for personal recognition when we deserve it. Ordinarily, life is full of opportunities to be taken for granted. Surely you have had such an experience when you know you have done a good job. Have you ever had the feeling that maybe your superior could have done just a little more by way of showing appreciation of the fact that you were trying hard?

We must guess from the behavior we observe what makes the other fellow tick. Our obligation is to keep constantly in mind that there is no reason to expect him to have the same viewpoints as our own. After all, he got organized in a different way.

Effective communication is not only the process of transmitting information, which suggests that there had to be some modification in the sender, but there must also be an active integration and acceptance on the part of the receiver.

Suppose it is important to you that your employees realize that your organization does not operate with a 50% profit margin. Let us say that it is 10% or less.

There may be all sorts of normal resistance to believing the narrow profit margin. For example, the president may have inherited a fortune which actually has nothing to do with the finance of your organization. However, the employees may feel that the wealth of the boss is explained by their underpayment. If the management is actually not giving them a bad deal, it probably is important to get that message over first before you make any attempt to reorganize their thinking about the magnitude of your yearly profit margin.

Our obligation in communicating with others is to do the best we can to see the world through the other fellow's eyes. This much is reasonably certain: Any proposals which can be easily interpreted by the receiver as the key to his greater satisfaction will be readily adopted. We can be equally certain that proposals which seem to be a threat to an individual from his particular viewpoint (and remember that he got that way somehow) will be rejected.

If we are really interested in having the other fellow understand us, we cannot depend upon merely giving him information, although obviously there is advantage in giving him whatever you give him as attractively as possible. Communication is a process of interchanging ideas. There have to be modifications at both ends of the line. • •

New place in sun

(Continued from page 26)

cal action is a fascinating public relations problem—the kind that every one of us itches to handle. Do you remember Bernard Shaw's statement about religion being a great force? He added: "What you fellows don't understand is that you must get at a man through his own religion and not yours."

Even a cursory analysis of this problem from a public relations viewpoint tells us that effective reform must be started within the group which is to be reformed. You can't have veterans trying to cut down farmers' payments, and the farm groups hacking away at veterans' funds. Each group has to recognize its own part in federal spending and initiate ways to cut it back.

Points for thought and action

We can stir action of this kind in the groups where we hold membership, starting right with the local business groups that clamor for more federal

spending in the home town because it's "good for local business." We should be able to get responses in a country that loves to get religion. Each of us, somewhere, can start a crowd down the sawdust trail. And here are some starting points to consider:

1. *Speak for Yourself:*—Let's stop being anonymous people behind the scenes—instead of urging words or actions on others, let's speak up as individual citizens;
2. *Evoke the First Amendment:*—Remember the client buys only skills and not our rights to speak as individuals on political issues;
3. *Get Elected:*—Run for any office we can afford and fill well;
4. *Get a Soap Box:*—Where we can't

run for office, let's reach for a mike, or a pen, or a platform to help a good candidate or issue;

5. *Clarify Issues:*—Let's develop facts—they're a novelty in politics and the voters will bless us for them;
6. *Tell the Story Well:*—We can simplify and dramatize political issues as well as any other idea;
7. *Don't Clip the Client's Claws:*—If he believes strongly in a sound issue, let's not dissuade him from fighting for it;
8. *Limit the Objective:*—Let's stick to the simple and concrete issues—the country's present inventory of global ideas will last for years, and new ones will keep rolling off the assembly line.

For starters I offer these eight points—none copyrighted, or even original—but designed to stir up thinking, if not action.

These are the guideposts that may lead us to a new place in the sun. • •

Copies of President Fairman's address are available in booklet form from PRSA Headquarters, at cost.



PRSA in Georgia: James H. Cobb, Jr., Director of PR and Advertising, Delta Air Lines, Inc., Atlanta, and Felton H. Gordon, PR Consultant, East Point.



From Washington, D. C.: Osgood Roberts, Deputy Dir. of Public Information, U. S. Dept. of Defense, and fellow Chapter member Oscar H. West, Oscar H. West & Associates.



Dr. Paul K. Walp, Executive Secretary, Colorado River Board of California, Los Angeles; and Cleve Bullette, Supervisor of Publications and Visual Aids, Service Pipe Line Co., Tulsa.



Virgil L. Rankin, Dir., Div. of PR, Boston University School of PR and Communications; Clark Belden, Managing Dir., The New England Gas Ass'n., Boston; and Marvin M. Black, Dir. of PR, Univ. of Mississippi.

They say...

When I reached home on Thanksgiving morning, my wife asked me how I had enjoyed the PRSA meeting in Chicago. "You have attended association conventions for 25 years and they must look pretty much alike by this time."

I told her that I had turned this over in my mind on the train coming home and that I had concluded that I had learned more from individuals and from the program, and that I had enjoyed myself more than at any previous convention which I could recall.

—Clark Belden



Russell Wilks, Director of PR, United States Rubber Company, New York, and John F. Chester, Director of PR, Carrier Corp., Syracuse, N. Y.



PRSA's Detroit Chapter: LeRoy H. Kurtz, Business and Personnel Manager, Dept. of PR, General Motors Corp. and William A. Durbin, Director of PR, Burroughs Adding Machine Co.



Mr. and Mrs. Thomas W. Parry. Mr. Parry is Senior Partner, Thomas W. Parry and Associates, St. Louis.



Norman Draper, Dir. of Dept. of PR, American Meat Institute, Chicago, and PRSA's Bay Area Chapter President Al G. Motsch, U. S. Department of Labor, San Francisco.

J. F. Fitzgerald, Regional Mgr., PR Dept., General Motors, Chicago, and David H. Crooks, Dir. of PR, Kroger Co., Cincinnati.



Lydie Bloch

PRSA's President-Elect Ed Lipscomb, Director of PR, National Cotton Council, Memphis, and J. Handy Wright, St. Louis PR consultant.



Lydie Bloch

Dale O'Brien, Howard G. Mayer and Dale O'Brien, Chicago, and George Kirksey, George Kirksey & Associates, Houston.



Lydie Bloch

Report on a survey of public relations curricula and related topics in American colleges and universities

(Part 1 of 3 parts)

By PRSA Education Committee*

THE FOLLOWING REPORT presents factually the results of the survey as obtained from the returned questionnaires. No attempt was made to evaluate the results in the body of the report. e.g., no attempt was made to set up any criteria for judging whether or not courses listed as being "public relations" courses by the respondent were actually public relations courses.

It is believed that such an evaluation is necessary, however, and that the evaluation should be made, or at least attempted, by the person involved in the formulation, coding, and analysis of the study. Continued personal involvement over a period of time leads to, not only an increased interest in the subject, but to a clearer over-all understanding of just what the study reveals.

For the purpose of this evaluation, public relations will be defined according to Webster's Dictionary as follows:

"The activities of a corporation, union, government, or other organization in building and maintaining sound and productive relations with special publics such as customers, employees, or stockholders, and with the public at large, so as to adapt itself to its environment and interpret itself to society."

With this definition of public relations as a criterion for judging whether or not a course is truly a "public relations" course, the response to the questionnaires can be analyzed and discussed with some basis.

The over-all impression obtained by working with the questionnaires and studying them carefully, both singly and as a unit, is that most courses offered do fall into the category of public relations as defined above. However, the courses

are, for the most part, techniques courses or journalism courses emphasizing the media aspects of public relations rather than to the social scientific approach suggested by the definition implies.

The majority of the institutions offering "public relations" courses (which come within the above definition) appear to be primarily concerned with the interpretation aspect of public relations, and not too fully with that. They are, it appears, specifically concerned with the interpretation aspect from the point of view of writing, media and publicity, etc., rather than with the area of what shall be interpreted, how, by whom, when, where and why.

One part of the questionnaire not discussed in the report was that concerning the philosophy of public relations of the respondent. Due to time limitations, a content analysis of the statements was not possible. However, it appears that these statements of philosophy are consistent with the evaluation expressed above concerning courses. Many individuals feel that public relations is primarily the application of journalism to an interpretive process. Other philosophies tend to center more closely around public relations as defined above—more of a "human relations" approach. Institutions having schools of public relations, granting degrees in public relations or giving majors in public relations seemed to be mostly of the second philosophy, that of "human relations" or "applied social science."

Many individuals had no idea or only a vague one of what public relations is. Also, there appeared to be, among schools giving only courses in PR, little or no relationship between the respondent philosophy and the curriculum offered at his institution.

Comments from many of the respon-

dents provides interesting and informative additional data:

Bethany College: "We look upon Public Relations as Applied Social Psychology."

University of Maryland: "We want our graduates to be able to recognize and to analyze a public relations problem. They should have good judgment ... and be able to express themselves well through all media."

Ohio University: "It involves the whole field of meeting and dealing with the public. ... It requires a wide background of study and experience. It should be taught at all levels, theoretical, practical and policy."

Rockhurst College: "Public relations is a practical normative science and an art, rather than a tool subject, skill or technique. ... its proper object lies in the vast area of human relations. ..."

University of Florida: "Public relations, as law and medicine, is evolving as a profession and needs to develop a curriculum and apprenticeship training program of comparable scope. Schooling for the profession should supply the basic principles of psychology, history, economics, sociology, business, writing, and speaking."

Syracuse University: "... Stress should be placed not on publicity, but on public relations principles and theory, bolstered by case studies of current practices and campaigns. ..."

Boston University: "We believe that public relations is not yet a profession but that it can and must become a profession if it is to measure up to its growing responsibilities. We believe that it is not just an intuitive art; that it is comprised of knowledge and skills which can be acquired through the educational process. Public relations is a combining of the relevant knowledge and skills from the social sciences and the mass media of communications into a new form—public relations."

Late Returns

A number of returns have been received after the cut-off date for the study. These will be reported upon fully in subsequent reports of the PRSA Education Committee. The late returns raised the total to 46% but do not materially affect other data, except as follows: Syracuse University indicated that it had a sequence of courses leading to a major in public relations. The State University

* (Survey conducted by the Division of Research, School of Public Relations and Communications, Boston University)

of Iowa reported that it offered B.A. and M.A. degrees in Public Relations and that "public relations is one of the optional fields for the Ph.D. degree in mass communications." Ten additional institutions have indicated that they have a course or courses (but no sequence) in public relations.

It should be pointed out that the respondents in this study of public relations curricula are not necessarily typical of all colleges and universities. Quite conceivably it might be that those responding to the question regarding their philosophy regarding public relations were more favorably disposed toward the field than those omitting the question or failing to respond to the questionnaire in general. Of one thing we may be certain: the interest in this preliminary study, on the part of educational institutions, indicates that further exploration, in depth, in this area may prove extremely fruitful for both educators and those practicing in the field.

(This is the first of three parts of the survey report. Statistical data and tables will be published in the January and February Journals.)

Institutional Advertising

(Continued from page 24)

munication. For example, there are thousands of workers who know that ads talking about their company's profit margin are right, because they have been told so in jobholders meetings, or in the company president's personal letters to employees' homes, or through other personal media of communications.

Fifth, is a tendency toward new media and toward new uses of present media. There's a tendency to *idealize* the institutional message insofar as possible, to get it more intimately into the actual communities where people live and judge the institution doing the advertising. There are some new, interesting trends here. For example, use of the technique of annual report newspaper advertising, according to Weston Smith's annual survey for *The Financial World*, has doubled in one year—400 firms using annual report ads in newspapers in 1951 vs. 200 entries in 1950.

(Continued on page 36)



Next!

ANNUAL REVIEW AND FORECAST NUMBER OF FINANCIAL WORLD

January 23, 1952, Issue

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Mutual Broadcasting System to feature public relations on network January 6

Northwestern University's Reviewing Stand to present PRSA leaders discussing role of PR

"What is the Role of Public Relations" is the subject chosen for Northwestern University's national radio forum, *The Reviewing Stand*, to be broadcast over WGN, Chicago, and the Mutual Broadcasting System on Sunday, January 6, from 10:30 to 11:00 a.m., Central Standard Time.

The panel includes PRSA President Milton Fairman, Director of Public Relations, The Borden Company, New York; Ed Lipscomb, the Society's President-elect for 1952, who is Director of Public Relations, The National Cotton Council of America, Memphis; Conger Reynolds, Director of Public Relations, Standard Oil Company (Indiana), Chicago, Chairman of PRSA's Annual Meeting Committee; and Reynolds Seitz, Director of the Chicago Division, Medill School of Journalism, Northwestern University. Dean James H. McBurney, of

Northwestern's School of Speech, will serve as panel moderator.

People interested in hearing the program in other cities should call their local Mutual station for the local time and date. If the local station does not plan to carry the program, it is quite probable that arrangements can be made to hear the program directly from the network line at the station or to have a recording made at the station for broadcasting later. If sufficient interest is generated, the local station may broadcast the program despite the fact that it may not carry Reviewing Stand programs regularly.

Printed copies of the broadcast are available from the Northwestern University Reviewing Stand, and may be ordered from Mrs. Kathryn Johnson, Northwestern University Reviewing Stand, Northwestern University, Evanston, Illinois.



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Institutional Advertising

(Continued from page 35)

Here is a brief slide presentation of some recent ads which have appealed to me simply because they exhibited one or more of these five good new trends. (Those shown were ads of General Mills, United States Steel Corporation, Monsanto Chemical Company, Oil Industry Information Committee, The Borden Company, General Foods, Republic steel, Armco Steel, Pitney-Bowes.)

It has been said here that public relations is rapidly "coming of age" as a profession. I have a feeling that the public will recognize this more quickly in our use of institutional advertising than in any other public relations medium or form of activity. • •

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Basic economics for the young

By Cyril W. Plattes

Director of Public Relations

General Mills, Inc.

THERE IS COMMON AGREEMENT that the basic convictions of adulthood are formed in the preadolescent and adolescent years. Impressions gained by children in the grades and junior high, for example, determine to a great extent what they will believe in later life. Upon attaining maturity these basic convictions and prejudices may be rearranged but they are seldom, if ever, changed.

This principle prompted Mr. James F. Bell, the founder and chairman emeritus of General Mills, to express concern for the coming generations' attitude toward the American system of economics. This concern was based on the almost total lack of economic understanding created in the preadolescent and adolescent mind by the present school curriculum.

Surveys sponsored by General Mills since 1945 strengthened this appraisal. As a remedy, Mr. Bell proposed that various basic industries work with the schools to tell the story of their segment of the economy in terms related to the experiences of the growing child. In this way, Mr. Bell argued, education could be stimulated to do the job on its own in the years ahead.

From this starting point General Mills worked with educators to build an understanding of certain basic economic concepts around the story of flour milling and bread. We used this vehicle because we were most familiar with it. We did not attempt to advertise or commercialize our company or our products. It was only the processes involved.

Our studies showed that the teaching of certain noncontroversial basic segments could be done efficiently at the 4th grade level. With this in mind we produced a series of panels on the story of bread from which teachers could lead class discussions. Two slide films, in which students read the dialogue, were created in collaboration with teachers. They were carefully tested in classrooms as we went along.

A teacher's guidebook entitled "Working Today" was prepared for the use

of educators, particularly elementary school instructors. This booklet proposed techniques for getting across the basic economics story. It likewise emphasized tacitly and brought to the attention of the teacher certain truisms with respect to our system.

The reception of this material has been phenomenal. The 37 schools in the Des Moines, Iowa, system, who actively cooperated in the production of these teaching aids, are using the materials in social studies units today. Similar receptions have been received from Duluth and Austin, Minnesota. In all there are some 400 schools cooperating in various states throughout the Middle West.



Wednesday morning's closing session was devoted to *Economic Education*, under the chairmanship of Guy J. Berghoff, Director of Public Relations, Pittsburgh Plate Glass Company, and PRSA's Eastern Regional Vice President. Dramatic highlight of the morning was an actual on-stage classroom peopled by sixth graders from Braeside School, Highland Park, Ill., under direction of their teacher, Miss Myrtle Behrens.

"Teaching the meaning of Freedom," the title for the presentation developed by Mr. Plattes and his General Mills Department of Public Services staff, entailed 30 children and their teacher, arranged in class formation, developing oral participation in study of "We Depend Upon Each Other," which is No. 2 in the General Mills *Working Today Series*.

A 48-frame colored filmstrip was projected on a screen at the front of the classroom,

One of the great fruits of this work is the increased understanding between business and education that inevitably results. In the past the rift between these two great social units has widened to the point where education many times worked at cross-purposes with the interests of industry. Here is a case where familiarity stimulates appreciation. That point has been proved time and time again as General Mills progressed with its program.

At the same time this project enables business to take an intelligent interest in the problems of education. It makes it possible for industry to discharge its responsibilities for elevating the pay scales, social standards, schools and equipment available to teachers.

In summation, this is a project of enlightened self-interest for business. Unless the coming generations have the proper understanding and appreciation of the American economy, the future bodes ill for American business. With that understanding, however, we can look forward to a constantly improving and expanding system of American enterprise. • •

and two children—a boy and girl—read the script's brother-sister dialogue, while a third child operated the machine. (Directions to the "operating" children are included in the dialogue of the well prepared manual made available with the program.)

For the Annual Conference showing, several microphones were suspended from the ceiling over the children's heads to pick up their study comment and relay it to the audience, which packed the hall for the dramatization. A companion screen set to face the darkened auditorium simultaneously showed the audience what the children were seeing and talking about, as the hour demonstration progressed.

General Mills made copies of the illustrated operational manual pertaining to the series available to conference attendants at the close of the showing at their company booth in the Exhibit Hall.

(PRSA's Commission on Research held a meeting in Chicago on November 17th to develop an interplay of ideas and suggestions among representatives of various groups interested in the development of sound research in the field. Chairman Harlow's opening remarks, below, note some of the historical background leading to the formation of the Commission; some of its problems; and some of its activities thus far.)

PRSA's Commission on Research

By Rex F. Harlow

Chairman, Commission on Research
Public Relations Society of America

ON BEHALF OF OUR COMMISSION I greet and thank you for being here this morning. We members appreciate your taking the time from your weekend to attend our meeting. Several of you have traveled considerable distances to be with us. The interest all of you thus display in our new undertaking stimulates us and strengthens our confidence in the worth of our endeavor.

First, let me present the members of our Commission:

W. Howard Chase, Director of Public Relations, General Foods Corp.

Dr. N. S. B. Gras, Professor of Business History, Harvard Graduate School of Business Administration

G. Edward Pendray, Senior Partner, Pendray & Company

Dr. Claude Robinson, President, Opinion Research Corporation

James P. Selvage, Partner, Selvage & Lee

J. Handly Wright, Public Relations Counsel

Rex F. Harlow, President, Public Relations Institute of the West

Robert L. Bliss, Executive Vice President, PRSA, Ex-officio

Now let us turn to the work of the morning.

The rapid rise of public relations as an adjunct of policy formation and development is one of the striking phenomena of our time. At the turn of the present century little was known of the public relations function and few persons were performing it as an organized activity. In contrast, as a budding profession of great promise, today public relations is known and accepted as a necessary part of business management by people at all levels in the nation and thousands of men and women are engaged in it as their life's work. Appar-

ently public relations is here to stay and destined to grow in importance as the years pass.

Within the past two decades various PR organizations have come into existence, most at the local and regional, but a few at the national, level. Four years ago the Public Relations Society of America was formed through consolidation of the two leading national PR organizations, one in San Francisco and the other in New York. Today it stands as main representative of the public relations people of the United States, and as leader among the public relations organizations of the world.

Since its inception, PRSA has been interested in scientific research. Among the early permanent committees it set up was one on research. Some constructive work has been done by this committee, but little that has been basic or pointed toward development of data of permanent value. Mostly the efforts of the committee have been directed toward gathering and organizing data that would be helpful to public relations workers in dealing with current practical problems. No effort was made to set up a program of continuing research on fundamental problems.

Realizing that something along more basic, formal lines should be undertaken, the Society took action at its board meeting in Rye, New York, two months ago. On September 21 it voted to launch a vigorous program of fundamental research in public relations. Our Commission of seven members, appointed by President Fairman for five years, was formed to develop such a program and raise funds for carrying it on. It is in no sense competitive with the research committee, which will continue to function as it has in the past.

In considering the task assigned to it, the Commission is turning for aid to the social scientists of the nation, who are equipped by experience and achievement to help guide the new research venture into productive channels and have a deep interest in seeing the program succeed. Social scientists and public relations workers are natural partners. They should work closely together.

Certain facts bearing upon cooperation between the two in building and operating the Society's research program are recognized by our Commission. We know that:

1. Results of most social science research are applicable to the problems of public relations, but it is probably in obtaining an accurate and comprehensive estimate of the influences bearing upon executive decisions that the social sciences make their greatest contribution.
2. Use of social science research diminishes errors of judgment in executives and gives greater assurance that the courses of action they decide upon will achieve the intended goals.
3. Too often these goals themselves rest upon assumptions not adequately explored or scientifically pretested or retested. The policy sciences are invaluable in dealing with such situations.
4. Reasonably accurate prediction is of utmost importance to policy makers. The methods of trend analysis which are being perfected within the social sciences offer greatly improved means of determining the direction, intensity, and rapidity of change. These methods make possible more reliable prediction.
5. Scientific inquiry helps solve problems involved in administrative decisions by integrating what is known with what is unknown, and by providing speculation about the future.
6. Thus a clarification of goals, the isolation of factors, the projection of trends, and the specifying of alternatives of policy constitute a service of great value to public relations.

Social scientists are eager to provide that service. They want to place their skills as scientists, technologists, and policy advisers at the disposal of management. They are ready to "play ball" with competent, honest public relations workers who serve management.

If anyone doubts that social scientists are interested and willing to help, let him visit the leading universities as I did and talk with distinguished scientists about the need and opportunity for scientists and business executives to get together. On the campuses at Minnesota, Chicago, Michigan, Harvard, Massachusetts Institute of Technology, Boston, Yale, Columbia, Princeton, and Stanford I recently found warm interest among sociologists, psychologists, social anthropologists, economists, social psychologists, business historians, political scientists, philosophers, and even physical scientists in the move of the PRSA to undertake a continuing program of basic research in public relations. Everyone along the way had a word of encouragement for this project and pledged assistance in making it successful.

The great mass of scientific data, much of it unquestionably significant for public relations, which these scientists and their associates have produced through the years was thrown open for inspection by our Commission, to be used as best suits our needs. Research projects under way were described and explained, with the promise that our Commission would be kept informed of developments as the projects unfolded. And the scientists themselves agreed to serve as advisers to our Commission, to undertake special research projects for us, or to work with us on our own projects, as we desire.

So the way of cooperation with this important group lies open. Our responsibility is to justify the interest and proffer of help of these men and women. We have the task of developing a research program sufficiently inclusive to meet the needs of our profession, and that at the same time is within our means. We need and accept the guidance and help of our social science friends in building and operating our program.

Our meeting today is the first official move in that direction. Present are leaders in the public relations profession, who are members of PRSA.

Our task in the present meeting divides naturally into two parts:

- a. To decide what is the basic problem of public relations, and if scientific research can help deal with it more effectively;
- b. To determine what should be included in the program of research that our Commission undertakes, and where and how that program should be carried on.

The conclusions we reach here will

The Public Relations Research Commission has held several meetings since it was established by the Board of Directors in September of this year. Additionally, Dr. Harlow, as Chairman, has arranged conferences with a score of leading social scientists with whom he has developed an understanding of the aims of the Society in this undertaking.

At the Commission's meeting in Chicago November 17, and in its subsequent report to the Board of Directors and to the membership at the Annual Business meeting November 21, progress summaries were given of the reactions to the job to be undertaken.

Some conclusions arrived at in preliminary Commission study of the problem seem to follow the reasoning that (1) we are not yet prepared, as an organization, to be able to do research, so we shouldn't try, but instead (2) as a service to our members, we should: (a) bring to the members pertinent research results already available (b) note additional problems, brought up by members, to see whether they are subjects for research (c) get the universities and foundations and other groups to do research on PR problems; and as a corollary: get universities and colleges that are teaching public relations to do research work on it also.

Feeling that the study of attitudes might be one for immediate attention, the Commission proposed that first efforts be in the nature of finding what exists today relating to attitude studies that has pertinence for public relations practice: (1) detection of attitudes (what is an attitude?) (2) measurement of an attitude (how can an attitude be strengthened, changed, reinforced?) (3) measurement of changes in attitude.

Once the area limits of the first study in the Commission's initial 5-year project are decided upon (1) the time schedule will be established for collecting, studying, sifting, reorganizing and disseminating findings to the membership (2) funds will be raised for independent operation of the program as a special Society effort, and (3) the work will be started, with a research staff assigned to it.

The planning of the Commission was greeted by the Board of Directors and the member business meeting with a great show of enthusiasm as to possibilities offered. One elder statesman of the public relations field referred to the project as "moving into the upper regions of practical professional thought and planning of a long-range nature," hailing the move as one of the most promising taken by the Society in its development.

—Editor

be only suggestive, of course, but they will be very helpful, I am sure. At the close of this meeting our Commission will go into executive session to prepare a policy and progress statement for presentation to Society members in their annual business meeting which will be held in this hotel three days hence. Possibly several months will be required in setting up our program in final form and getting it launched. We must be careful, thorough, and deliberate in deciding on what the commission should do.

Perhaps in taking up our first topic for discussion this morning we should consider the opinions of the hundreds or more public relations leaders throughout the nation who wrote me in answer to the question: What do you consider the most pressing fundamental problem facing public relations? Fortunately the views expressed by these respondents fall into a few broad categories.

One of these categories emphasizes the need—on the part of both public relations people and business executives—for a clear definition of the function, scope, and content of public relations. It is expressed by one respondent in the following questions: "What do we mean by public relations techniques? What techniques work best with what people,

to what ends under what circumstances?"

Another category points up the almost totally lacking, and badly needed, means of measuring and evaluating results of public relations efforts. "I would be glad to have the problem trimmed down to what our prospective clients and our clients know of public relations and us," writes one counsel. "Opinion polling, before and after (public relations efforts), yields results which, while helpful, can hardly be regarded as the last word," comments another. "The wide disparity between theory and practice, between proclaimed standards and actual performance" is cited by still another. While a fourth remarks that "we can go along for many years with a completely ineffective public relations program and not know it. Or we can abandon a successful program without knowing that it is doing a good job for us."

A third category deals with the lack of a scientific approach in public relations. "It is not the facts themselves that make a science, but the methods by which they are dealt with," once remarked Karl Pearson. One public relations man comments on the problem as follows: "Too many businessmen look at the public relations practitioner as a sort

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Research Commission

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of 'witch doctor' who is expected to use all kinds of secret drugs, whereas most problems in public relations management are fully as complicated, if not more so, than similar ones in engineering production or distribution." The problem is seen by another public relations worker as "Getting clients, and companies engaged in counseling, to use research tools, first, to find out objectively what their problems are, secondly, to test alternative approaches, and third, to test the results of their public relations programs."

These three categories—outlining the need of a clear definition of the public relations function; the lack of a means of measuring and evaluating public relations effort; and the lack of a scientific approach in public relations—cover the views of the majority of persons who responded to my question. But other views, although possibly not so representative of the majority thought, are worth considering.

One man mentions the need for consolidation and review of "much that has been developed in many fields of the social sciences that can be put to good use if this material were made available to the area of public relations."

Another thinks that some means is needed for getting "valid case studies" showing "some of the executive or management thinking that goes into a problem."

"An urgent need," says a third man, is "an intense study of the behavior patterns of individuals and a thorough analysis of the 'psychos'—a scrutiny of the basic causes underlying the relationships between men and women, management and labor, employer and employee, military and civic, race conflicts, liberals versus radicals, etc."

Still another view is expressed by a man who believes that the "most important problem is to convince the American people that freedom in earning a living, freedom to own property, freedom to seek rewards are essential to human freedom—that freedom is a complete package."

"Too few business executives, and public relations men, have any understanding about the attitudes and interests of wage earners, or how to approach them," thinks a man interested in employee relations.

"Hurdles in the way of understanding

of the facts" are "the greatest problem," says another man. "These hurdles consist of first, just plain ignorance and inertia; second, there are groups which befuddle and confound; third, the power of our media—newspapers, radio, magazines, movies—is not always accompanied by a commensurate sense of responsibility to be accurate and factual."

The fundamental problem, thinks still another man, is to develop an understanding of "human attitudes—their nature, how formed, their influence upon behavior, how best to deal with them, etc."

The foregoing problems are all interesting, not alone because of their content but also because they reveal such a wide diversity and range in the thinking of the public relations persons who outlined them. Possibly this spread of opinions and interest, this indicator of substantial differences in the value systems of the respondents, itself constitutes an important problem that should be considered in our discussions this morning.

On the strength of my contacts with the university scientists I saw on my recent trip across country, I should say that the majority of them would give priority to the problems outlined in the three categories listed above. Most of these scientists assert that a deeper, more fundamental understanding of public relations as a social function and development of a means of measuring and evaluating public relations effort are badly needed.

In a dinner-meeting of our Commission in New York, September 24, attended by several distinguished public relations practitioners as invited guests, something of the same consensus was reached, but only after a heated exchange of different views. The thinking in the meeting might be said to have been divided along so-called "practical" and "theoretical" lines—with discussion seeking to determine whether the major problem in public relations, as far as the task of our Commission is concerned, is to develop a better understanding of the fundamental function, or a better grasp of the use of the tools and techniques, of public relations—whether the Commission should undertake *fundamental* or *applied* research in the program it sets up. No definite or final conclusion was reached but much important ground was covered.

Before inviting your views on how best to deal with the task before our Commission I have tried to give you a brief picture of what has been said and

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done up to now in connection with our research program. My report has inevitably been colored by my own interpretation, and to that extent reveals my personal view of what our Commission should do. But this fact need hinder no one here from expressing his opinions fully and freely whether they agree with mine or not.

The purpose of this meeting is to develop an interplay of ideas and suggestions among representatives of various groups interested in the development of sound research in our field. Will each of you therefore please "say your piece" with a feeling of entire freedom—keeping in mind only that all others in the room be accorded the same privilege.

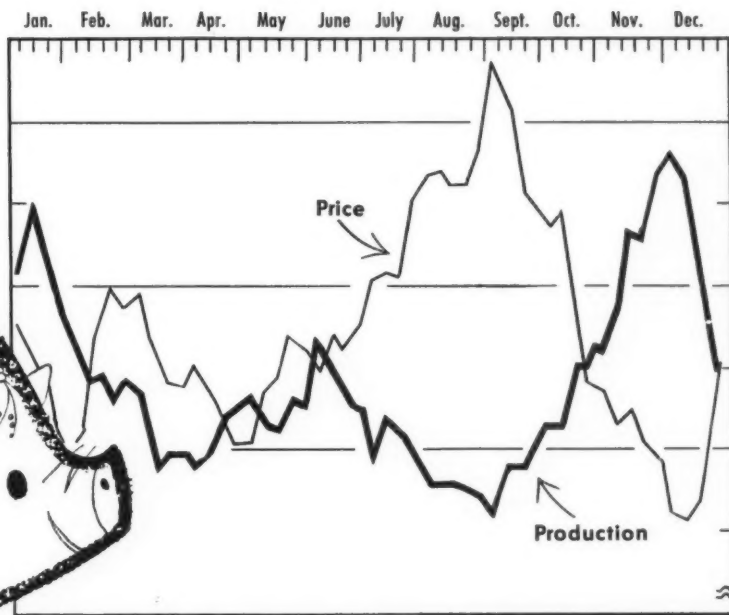
If differences of opinion develop among us, if we fail to see eye to eye, let us not be dismayed. Out of our honest differences of viewpoint can come a broader and deeper understanding of what our Commission should do and how it should do it. Free thinking plus tolerance can accomplish wonders in a free society. ● ●

The PRSA convention in Chicago was terrific, and I'd like to add my congratulations to all those you are receiving for an excellent accomplishment.

—Paul A. Newsome

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